

# FINANCIAL TIMES

The Republicans

Starting to be resigned to defeat

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Tung Chee-hwa set for power

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Today's surveys

Private Finance Ayrshire

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TOMORROW'S

Weekend FT

The man who became a brand

## SGS-Thomson shares jump as profits rise 2.6%

Shares in SGS-Thomson Microelectronics rose nearly 10 per cent in Paris as the Franco-Italian semiconductor manufacturer unveiled third-quarter results up 2.6 per cent to \$122.4m. The company, the world's 12th largest chip manufacturer, said the results showed it was continuing to perform well in difficult market conditions. Page 27

**Survey: Riskiest countries** Russia is the riskiest country in the world to do business in, according to a survey by London-based corporate intelligence and research consultancy, Merchant International Group. Venezuela and Mexico were the second and third. Page 16

**French civil servants strike:** A third of France's 1.68m civil servants backed unions' strikes calls and stayed away from work to protest against government plans to restrain their pay and cut their jobs. Page 3

**Fed says US growth slowing:** The US Federal Reserve said economic growth appeared to have slowed in recent months to 0.2 per cent last month compared with 0.4 per cent in August, in line with its projections. Page 4

**UK gun industry seeks compensation:** The UK gun industry demanded compensation for what it described as the "devastating" business impact of the government's proposals to ban most handguns. Page 11

**Kurdistan threatens to call in Iraq:** Kurdistan Democratic Party leader Masoud Barzani threatened to draw Iraq into inter-Kurdish fighting following accusations that Iraq has helped the rival Patriotic Union of Kurdistan regain territory lost last month. Page 8

**EU tourism chief asked to leave:** The director general of the European Commission's tourism division has been asked to take early retirement following accusations of mismanagement in the department. Page 3

**Japanese election may end instability:** The Japanese general election on Sunday, the first trial of a new voting system mixing first-past-the-post single-seat districts and proportional representation, could produce a clear winner to end three years of instability. Page 6; Editorial Comment, Page 15

**UN votes on security council seats:** United Nations members will vote on Monday on filling five seats in the Security Council with only one of the two-year terms uncontested. Page 8

**France plans telecom changes:** France may introduce a telephone numbering scheme enabling customers to easily choose between rival operators, encouraging competition in the long-distance and international call market. French connection, Page 15

**Pearson, the media, information and entertainment group which owns the Financial Times, has appointed Marjorie Scardino, chief executive of The Economist Group, as group chief executive. Dennis Stevenson, currently a non-executive director of Pearson, will become deputy chairman. Page 17**

**S Korean defence minister sacked:** South Korea's President Kim Young-sam sacked his defence minister Lee Yang-ho in response to criticism over the intrusion of a North Korean submarine last month. Page 6

**Iberia, the state-owned Spanish airline which was bailed out with fresh subsidies early this year, is hoping for an alliance with British Airways and American Airlines. Page 20**

**Adams wins US support:** National Committee on American Foreign Policy chairman Bill Flynn criticised the Irish Republican Army for ending its ceasefire but gave a strong endorsement to Gerry Adams, president of the IRA's political wing Sinn Féin. Page 11

**Toyota, the world's second biggest carmaker, is considering building vehicles in eastern Europe - potentially the most significant investment by a Japanese manufacturer there since the collapse of communism. Page 5**

**Guatemalan stadium stampede kills 82:** At least 82 people were crushed to death in a stampede at an overcrowded stadium in Guatemala City, after fans without tickets barged in to see a World Cup soccer qualifying game against Costa Rica.

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STOCK MARKET INDICES		GOLD	
New York Composite	2,243.17 (+22.38)	New York Gold	382.6 (383.3)
Dow Jones Ind. Av.	1,247.81 (+3.18)	London	330.35 (331.65)
NASDAQ Composite	1,247.81 (+3.18)		
Europe and Far East			
CAC40	2,165.32 (+6.81)		
FTSE 100	2,716.28 (+1.35)		
Nikkei	14,021.1 (417.7)		
Hong Kong	21,423.74 (+25.52)		

US LUNGTIME RATES		DOLLAR	
Federal Funds	5.25%	New York Composite	2,243.17 (+22.38)
3-month Treas. Bill	5.0625%	London	330.35 (331.65)
Long Bond	6.61%		
Yield	6.816%		

OTHER RATES		STERLING	
3-6 month Interbank	5.125%	London	2,448.1 (2,435)
90-day LIBOR	5.0625%		
6-month LIBOR	5.125%		
3-month T-bill	5.0625%		
3-month Euro	5.125%		
3-month Yen	5.125%		
3-month Dollar	5.125%		
3-month Euro	5.125%		
3-month Yen	5.125%		
3-month Dollar	5.125%		

NORTH SEA OIL (Argus)		STERLING	
Brent Dated	\$ 24.525 (24.525)	London	2,448.1 (2,435)

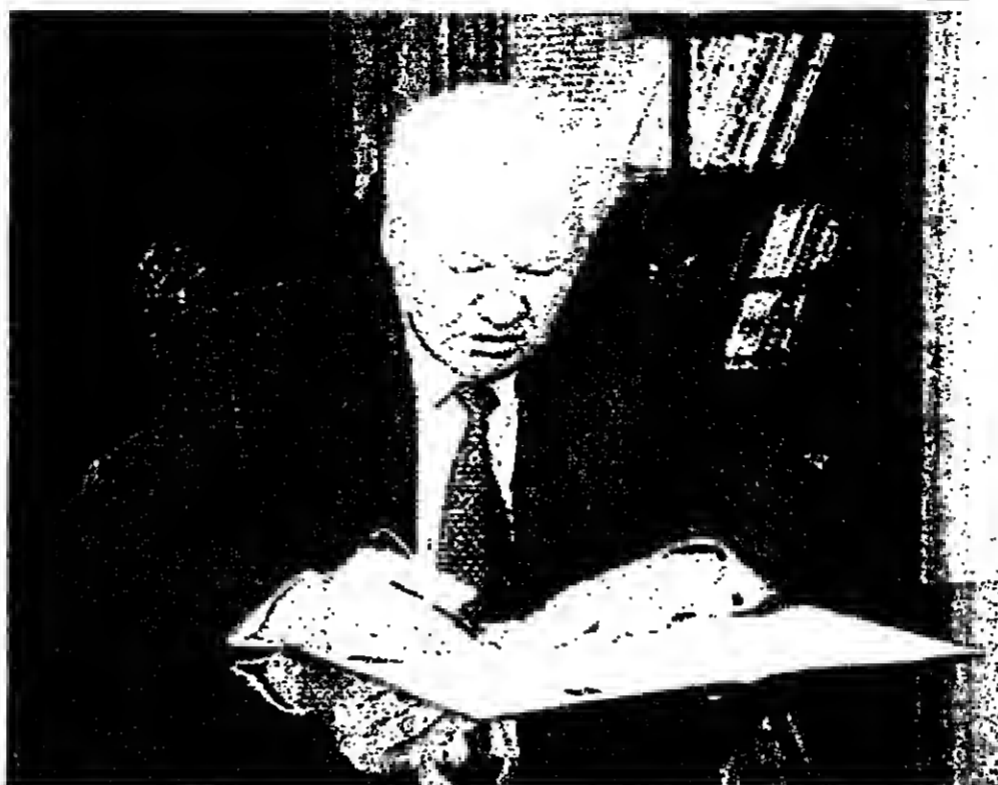
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## Russia's most popular politician now in open opposition to the Kremlin

# Yeltsin sacks 'disruptive' Lebed

By Chrystia Freeland in Moscow

Russian President Boris Yeltsin yesterday sacked his security chief, Mr Alexander Lebed, pushing the country's most popular politician into open opposition to the Kremlin. The decision threatened to add to the feverish political atmosphere in Moscow and could also jeopardise the fragile ceasefire in Chechnya negotiated by Mr Lebed in August. Mr Yeltsin announced the dismissal in a two-minute television appearance, saying he could not tolerate an aide who squabbled with other members of the administration and bucked the official Kremlin line. "A team should be close-knit, but it turns out that everyone is at cross-purposes. And it is Lebed who disrupts the team," Mr Yeltsin said. In an apparent effort to pre-empt speculation about the legitimacy of the decree firing the popular security chief, Mr Yeltsin signed the order on air, moving his hand shakily across the page.



President Boris Yeltsin makes a two-minute appearance on television to sign the decree sacking his security chief, Alexander Lebed, pictured above.

'A team should be close-knit, but it turns out that everyone is at cross-purposes. And it is Lebed who disrupts the team'

- Boris Yeltsin

'I call on my comrades in arms, my allies and people who I probably do not know in person... Do not do anything abrupt! We act only using constitutional means.'

- Alexander Lebed

The Kremlin hoped the decision to expel the administration's most outspoken dissenter would help calm weeks of embarrassing battles within the government and send a clear signal that Mr Yeltsin remains in charge of the country despite his heart condition. Mr Lebed blamed his dismissal on Mr Anatoly Chubais, the president's influential chief of staff, and powerful

business interests which had been profiting from the Chechen war. His fiery rejoinder suggested that by pushing out the man judged in a recent poll to be Russia's most trusted politician, the Kremlin risks forcing into the open the covert struggles which have come to dominate Russian politics. Smiling broadly, the former general denied charges that he

had been planning a coup and said the president was fully entitled to sack him. But he also announced that he would now devote himself to building up a political machine to back an eventual bid for the presidency. Mr Lebed said he had been removed because he was "inconvenient" for Mr Chubais, whom he accused of establishing "a regency" and

seeking one day to become president himself. He also pointed the finger at one of Russia's most powerful businessmen, Mr Boris Beresovsky, whose empire includes the main national television channel, a chain of car-dealerships and an oil company. Mr Lebed said Mr Beresovsky had personally threatened him after he had agreed a truce in Chechnya, saying the

deal harmed his business interests. In a signal that over the next few weeks Russia's already vigorous national mud-slinging could intensify, Mr Lebed said the trigger for his dismissal was a dossier naming the culprits who had profited from the Chechen war. He said he had submitted the documents to the president's office two days ago and

promised to publicise them soon. Mr Lebed also said that his dismissal was "inevitable", a judgment with which other politicians and observers were eager to agree. Since his appointment in June, Mr Lebed has been at the centre of controversy. Continued on Page 16

## Lockheed swoops on UAE warplane deal

By Robin Allen in Dubai and Ross Tieman in London

Lockheed Martin of the US is set to clinch the lion's share of a supply and support contract worth \$68m to equip the air force of the United Arab Emirates with 80 new strike aircraft. A UK offer to lease Tornado bombers until the Eurofighter 2000 becomes available soon after the turn of the century has been rejected, along with bids from McDonnell Douglas of the US and Russian fighter manufacturers. But

Dassault Aviation of France may win part or all of the contract if the Washington refuses to allow aircraft of sufficiently high specification to be exported, US defence experts say. They said Abu Dhabi had made Lockheed's F16 Falcon its first choice, but one of them added: "Whether Lockheed wins the order for all 80 aircraft depends on whether the US is willing to supply [all] of the avionics, electronics weapons systems, stand-off missiles and support systems which Abu Dhabi wants." He went on: "Politically, the choice

of a US aircraft makes sense because it tightens links with the one country which alone can guarantee the external security of the United Arab Emirates." France, which, like the US, has a defence accord with Abu Dhabi, has offered Mirage 2000-5 aircraft and is also keen to sell its new Rafale fighter-bomber, expected to be available by 2004 or 2005. The Abu Dhabi air force already operates a fleet of 64 Mirage fighter-bombers. But the emirate is deeply alarmed at the arms build-up in Iran, just 100 kilometers away, and wants

to acquire long-range aircraft capable of delivering retaliatory strikes deep inside Iran, if necessary. In a hard-fought competition, Lockheed is understood to have offered specially modified long-range versions of its fighter bomber. An offer of long-range F15 aircraft from McDonnell Douglas was rejected. If the US does not fully satisfy Abu Dhabi's demands for long-range versions of the F16 with the latest avionics, then the French option is still open as a "bargaining weapon". One expert said: "Abu Dhabi would buy fewer F-16s and make up

the difference with more Mirage 2000s, and by upgrading some 40 of those already in service." Abu Dhabi is already a customer of British Aerospace, operating 18 Hawk 100 training aircraft. But BAe's prime contender for the contract, the Tornado, is to be replaced with the high-performance Eurofighter, which has yet to enter squadron service. The aircraft themselves are likely to make up less than half of the value of the contract. The rest will include munitions, ground equipment and in-service support.

## Telekom may limit private share sale

By Michael Lindemann in Bonn

Deutsche Telekom is likely to have to scale back the number of its shares available for individual investors in Germany because the issue, Europe's biggest initial public offering, is heading for massive over-subscription. More than 3m people, far more than expected, are thought to have signed up to a scheme that provides individual investors with discounts and priority allocation of shares. If all 3m apply for only the minimum 100 shares each, they would take 60 per cent of the issue - considerably more than the 40 per cent Deutsche Telekom had hoped to place with individual investors. There have been suggestions that small investors might only receive 70 or 80 shares each. The company will publish the final prospectus for the issue on Monday, a day earlier than expected, giving a price range for the shares and the discount retail investors will receive - expected to be

## Investors approve Lagardère plan to take on Thomson

By David Buchanan in Paris and Jack Burton in Seoul

Investors approved Lagardère's plan to take over Thomson, the troubled French electronics and defence group, yesterday as its shares soared 23.6 per cent. The shares closed at FF164.60, (\$32.46) up FF31.50. Some 6m Lagardère shares, amounting to 6.11 per cent of the group's capital, changed hands yesterday. The price of Lagardère warrants, convertible next January into shares at FF130, rose even more sharply to close at FF73.40 the day before. Shares in Thomson-CSF were also traded heavily, but the price closed 1.8 per cent down on the day at FF158.30. Lagardère has offered minority shareholders who hold 42 per cent of the defence company the chance to sell their Thomson-CSF shares for FF156. Other quoted Lagardère subsidiaries - the Europe 1 radio station and Filipacchi publishing - also put on substantial share gains. French trade unions, backed by the opposition Socialist party, denounced Lagardère's

intention to sell the Thomson Multimedia consumer electronics business to Daewoo of Korea. Daewoo Electronics yesterday provided the first financial details of the deal. It said it was buying Thomson Multimedia for a symbolic FF1 and assuming \$960m of the company's \$3bn debt. The French government would remain responsible for the rest. Daewoo has persuaded the French government to assume almost 70 per cent of Thomson's debts by promising to double its French workforce to 10,000. The additional French jobs will be created by building a new TV parts factory. Mr Bae Soon-hoon, the Daewoo Electronics chairman, claimed the financing arrangement would enable Thomson to report a net profit by 1998. Thomson Multimedia reported an operating profit of \$70m last year, but it recorded a net loss of \$218m because of debt-servicing costs. Mr Bae, who will become president and chief executive of Thomson Multimedia, said Daewoo planned to cut Thomson

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# Eurofighter flies into stormier skies

## Bonn's budget battle puts project in line of fire, writes Michael Lindemann

Funding for the four-nation Eurofighter programme has come under fresh scrutiny after this week's scrapping of Germany's plans to increase tax revenues next year to ensure that it meets the Maastricht criteria for the planned European single currency.

Mr Theo Waigel, the finance minister, has abandoned a proposal to delay for one year an increase in children's allowances and decided not to modify the wealth tax after failing to reach agreement with the opposition Social Democrats, who control the upper house of parliament.

This has forced him to rethink his fiscal arithmetic for 1997, making further budget cuts more likely. Eurofighter has been attacked as unnecessary by the SPD, and as too expensive by others, including the FDP, the junior partner in the government coalition.

"The chances of the project collapsing are as close as I have ever known them to be," says Mr Heinz Schulte, a leading defence analyst based in Bonn. "Just a few months ago there was a 70:30 chance that the Eurofighter would come. Now that has slipped to 52:48."

For months now Mr

Volker Rühle, Germany's defence minister, has been telling Daimler-Benz Aerospace (Dasa), Germany's main contractor on the £40bn (\$62.5bn) project, that he has no money for the aircraft which is supposed to be at the heart of Europe's air defence early next century.

Dasa originally said it needed DM700m (\$465m) to start building the assembly lines for the Eurofighter. That has since been reduced to DM652m following cuts in the 1997 defence budget.

The line in Mr Rühle's draft budget which says "Eurofighter" has had no figure attached to it at all,

which is causing growing anxiety not only to German industry but also to politicians and executives in Britain, Spain and Italy, the other partners in Europe's highest ever joint defence project.

If pushed, officials at Bonn's defence ministry say they might be able to find DM100m next year. If that is all, says an executive at British Aerospace, the UK's main contractor, the project would be "massively delayed".

Contracts for the assembly lines have to be signed by January 1. If they are not, industry has the right to

negotiate new, higher prices - putting even more pressure on Mr Rühle.

Some officials even suggest that Germany might pull out of the programme altogether given the overriding need to meet the Maastricht criteria.

That would mean writing off the DM6bn Germany has spent so far on development costs. Contracts already signed mean Germany would also have to transfer, at its cost, all the development technology to its three partners. Moreover about 18,000 German jobs depend on the Eurofighter.

To keep up the political

pressure on Chancellor Helmut Kohl, Mr Rühle has so far refused to allow money to Helios and Horos, reconnaissance satellites which Mr Kohl has promised to build with France.

He's holding two hostages, says one executive. In order to signal to the chancellor that he does not want his budget mauled again next year,

Dasa and the defence ministry are still battling it out over the costs of production, and are likely to do so until November 14, when the parliamentary budget committee will produce a final version of the 1997 budget.

### EUROPEAN NEWS DIGEST

## Aid plan for Czech banks

The Czech central bank yesterday unveiled measures to help the country's crisis-hit small banks, pledging up to Kč13.7bn (\$510m) to strengthen their capital and liquidity. The measures include the purchase of non-performing assets from 13 named banks, which will be financed by the Consolidation Bank, a state institution. Extra funds will be available if required from the National Property Fund, the state privatisation agency.

Mr Josef Tošovský, central bank governor, said the aid package was voluntary and "a step towards restoring the banking sector's credibility". Banking has been badly hit by the collapse of Kreditní Banka in August with losses of up to Kč12bn and a related liquidity crisis weeks later at Agrobanka, the country's largest privately owned bank.

Mr Tošovský named the banks at which the measure was aimed as Union Banka, Ekogrobanka, Banka Skla, Evrobanka, Foreshank, Coop Banka, První Městská Banka, Zemská Banka, Banka Hana, Právo Banka, Píseňská Banka, Universal Banka and Moravia Banka. All are relatively new. Vincent Boland, Prague

## Italian deficit to overshoot

Italy's budget deficit this year will overshoot the recently adjusted estimate of L132,000bn (\$81bn), Mr Filippo Cavazzuti, treasury undersecretary, told parliament yesterday. Less than three weeks ago the government unveiled its 1997 budget against the background of a revision of this year's deficit from L113,000bn to L123,000bn, equivalent to more than 6 per cent of gross domestic product. But, speaking to the finance commission of the chamber of deputies, Mr Cavazzuti said: "The risk of breaching the L123,000bn target and going beyond is unfortunately a reality."

Both the Bank of Italy and the research department of Confindustria, the industrialists' confederation, have indicated in the past week that Italy's deficit was likely to be closer to L130,000bn.

The overshoot has been caused in part by the returns from June's fiscal package being lower than expected. But the main problem remains stagnation in the domestic economy. The government had hoped a recovery would begin in the final quarter, but this is now looking less probable. Robert Graham, Rome

## Where business blooms best

Switzerland, Ireland, the Netherlands, Sweden and Israel received the highest ratings for their business climate in a poll of senior executives published by the European Council of American Chambers of Commerce yesterday. With positions nine, 11 and 15 respectively, Germany, Britain and France were also behind Luxembourg, Norway and Austria in the survey.

Former communist countries Bulgaria, Poland, Slovakia and Romania scored the worst. However, executives based in Bulgaria and Romania were among those who expressed the most hope about improving business conditions over the next five years. In contrast, business chiefs in developed countries such as Britain, Belgium, Switzerland, Italy and Germany believed the business climate would get worse, the survey said.

The report was based on interviews with 737 executives at US and European companies in 23 countries. The survey measured the views of ECACC members on political policy, economic environment, infrastructure, workers' issues and quality of life affecting a company's ability to do business in its host country. Reuter, Brussels

## Spain cuts electricity tariffs

The Spanish electricity companies have agreed to accept a 3 per cent cut in tariffs next year, the newspaper El País reported, quoting Mr Nemesio Fernandez, secretary of state for energy. He said the government would have to negotiate how the cuts were to be implemented.

Last month, Mr Josep Figuer, industry minister, said electricity prices would fall by an average 3 per cent in nominal terms in 1997, which would translate into a 1.5 per cent cut in real terms in electricity prices for residential users. The proposed cuts would lead to a reduction of 0.2 percentage points in the 1997 inflation rate.

The key question now is how the government will decide to compensate companies for the reduction in prices. Various options have been discussed, among them the removal of the so-called external costs related to the moratorium on nuclear power and the subsidies to the coal and mining sectors. A decision is expected later this month. AFP, Madrid

## Black economy in spotlight

The European Commission has appointed an international accountancy firm to estimate the size of the black economy in five member states and assess its impact on public finances. The pilot study, to be undertaken by Deloitte Touche Tohmatsu International, will also look at possible solutions to reduce the size of the unofficial economy. It will focus on Belgium, France, Germany, Italy and Britain.

The study will be led by Mr Martyn Bridges, a partner in Deloitte & Touche, DTT's UK practice, with the help of Mr Dilip Bhattacharyya, an economist at the University of Leicester. Mr Bridges said estimates of the size of the black economies ranged as high as 25 per cent of gross domestic product. The firm is already carrying out a year-long study on the impact of international fraud on the European Union. Clay Harris, London

## Greece probes casino licence

Greece's Socialist government has ordered a parliamentary inquiry into charges that a casino licence was illegally awarded to a Greek-led international consortium in 1994 by Mr Dionysios Livanos, then tourism minister. A government spokesman said the inquiry would improve transparency in political life. It came after a prosecutor's report said Mr Livanos had awarded the licence on political criteria.

The Athens Casino Consortium, which included South African and US investors, paid \$44m for a licence to build a private casino in a seaside suburb of Athens and agreed to spend more than \$100m on building a luxury hotel and yacht marina. The licence was revoked last April following objections from local residents and campaigners by other bidders.

One consortium member, Marrecon Enterprises of the US, has sued Ms Vasso Papandreou, the development minister, and Greece's state tourism organisation for \$1.6bn in damages. Kevin Hoyle, Athens

## EU voices Albania poll fears

The European Union yesterday expressed concern at Albania's failure to admit a sufficient number of observers from the Organisation for Security and Co-operation in Europe to monitor the country's local elections on Sunday.

The Office for Democratic Institutions and Human Rights, the OSCE's main observer body, decided on Tuesday to pull its representatives out of Albania. And yesterday the OSCE's parliamentary assembly cancelled its plan to send a 19-strong delegation to Tirana because of the government's refusal to accept the full OSCE list of 37 observers.

The Albanian opposition Socialist party yesterday also attacked the government action, which it described as an "expression of primitive revenge against the unbiased and objective stand of this organisation, which compiled a detailed report on the massive violations during the May 26 elections". Kevin Done, East Europe Correspondent

## Heavyweight currency squeezes Czech trade

By Vincent Boland in Prague

The Czech government is casting around for ways of cutting back its soaring trade deficit without breaching its firm commitment not to devalue the koruna.

The cabinet met this week to discuss a range of measures, including boosting export promotion and research and development and curbing public sector wage growth, to tackle a deficit which totalled Kč100.9bn (\$3.7bn) in the eight months to August, and is forecast to reach 7 per cent of gross domestic product this year.

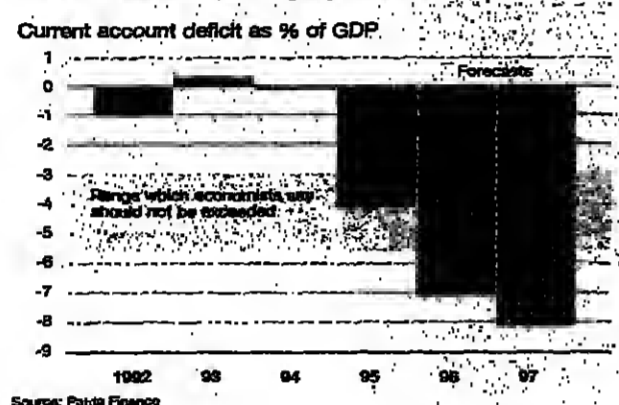
Senior policymakers have agreed on the need to increase domestic competitiveness and exports, which are flagging mainly because of the strength of the koruna and a slowdown in economic activity in the country's main export markets.

Economic ministers and the head of the central bank this week firmly ruled out a devaluation of the currency or import surcharges to cut the deficit.

Mr Václav Klaus, the prime minister, said the strength of the koruna was not the root cause of the problem and promised no change to the long-running policy of fixed exchange rates, which has become an article of faith for the government.

However he said the government wanted to prevent wage growth from exceeding labour productivity growth

### Czech balance of payments



and would seek to curb public sector wage rises.

Mr Kamil Janáček, chief economist at Komerční Banka, estimated that nominal public sector wages are up nearly 20 per cent this year and would exceed private sector wage rises for the first time in four years.

Analysts backed the stance on the koruna, but the currency continued to rise against the US dollar and the D-Mark this week, further exacerbating the problems of exporters.

The budget for 1997 allocates increased funding for export promotion and there are moves to involve the foreign ministry and diplomatic missions more closely in promoting Czech goods abroad. Funding for research and development, which has averaged about 1 per cent of gross domestic product is also set to rise.

The government hopes these measures will help slow the deficit, which some economists see rising to 8 per cent of GDP in 1997 net of invisibles, compared with just over 4 per cent last year.

The country is importing capital goods for investment while exports are growing more slowly than imports because of strong demand at home. But the benefits of the imports of technology have still to result in higher exports of better-quality goods.

This is blamed on companies' inability to use them effectively.

"Everybody hoped the benefits would take place this year. The question is how far these imports are being used efficiently," said Mr Martin Kupka, an economist at the investment bank Patria Finance.

## Concern on safety of Cyprus flag ships

Concern about the safety and quality of the Cyprus shipping register was voiced yesterday by Mr Nail Kinnock, the European Union's transport commissioner, AP reports from Nicosia.

Speaking after meeting Mr Adamos Adamides, the island's transport minister, he said the safety of Cypriot flag vessels and the ease of placing ships on the register were among the issues discussed.

"Obviously this is a matter of particular concern for us given the size of the Cyprus fleet, the fourth largest in the world, and growing, and also the large number of vessels owned by Community [EU] companies that are flying the Cyprus flag," Mr Kinnock said.

"Cyprus is committed to making improvements in this sector to meet the challenges and requirements of admission to the Union," he said. The island starts accession talks either late next year or in 1998.

Mr Adamides said Cyprus "is not yet in a position to check fully the level of safety of its big merchant fleet which exceeds 2,700 vessels", but it had "clear plans" to start remedying the situation. These envisaged employing independent inspectors to be based in 50 ports throughout the world to deal with ships that failed to observe safety standards.

### West European new car registrations

	Volume (thous)	Change (%)	Share (%) Jan-Sep 96	Share (%) Jan-Sep 95
TOTAL MARKET	10,992,200	+6.7	100.0	100.0
MANUFACTURERS:				
Volkswagen group	1,723,509	+10.4	17.1	16.6
- Volkswagen	1,130,671	+13.4	11.2	10.6
- Audi	307,261	+5.3	3.1	3.1
- Seat	225,147	+1.2	2.2	2.4
- Skoda	60,430	+0.8	0.8	0.5
General Motors	1,266,282	+2.9	12.6	13.1
- Opel/Vauxhall	1,215,337	+3.4	12.1	12.5
- Saab	43,021	-4.9	0.4	0.5
Peugeot/Citroen	1,203,399	+7.1	12.0	12.0
- Peugeot	713,121	+5.9	7.1	7.2
- Citroen	495,278	+9.0	4.9	4.8
Ford group	1,188,482	+3.8	12.1	12.0
- Ford	1,177,377	+3.9	11.7	12.0
- Jaguar	11,108	-9.3	0.1	0.1
Fiat group	1,126,408	+7.3	11.2	11.1
- Fiat	901,274	+10.3	9.0	8.7
- Lancia	127,502	-2.6	1.3	1.4
- Alfa Romeo	96,261	-3.9	1.0	1.1
Renault	1,007,533	+3.2	10.9	10.4
BMW group	922,188	+7.4	6.2	6.1
- BMW	326,984	+7.9	3.3	3.2
- Rover	295,202	+6.9	2.9	2.9
Mercedes-Benz	369,789	+18.0	3.6	3.5
Volvo	149,181	+2.3	1.5	1.5
Nissan	283,900	-2.3	2.8	3.1
Toyota	258,860	+7.3	2.6	2.5
Honda	154,143	+7.4	1.5	1.5
Mazda	138,734	+5.2	1.4	1.4
Mitsubishi	119,825	+2.0	1.2	1.1
Total Japanese	1,084,019	+8.4	10.8	10.8
Total Korean	189,746	+4.2	1.9	1.4
MARKETS:				
Germany	2,717,700	+6.5	27.0	27.1
United Kingdom	1,857,200	+4.0	18.5	18.9
France	1,850,500	+13.8	18.4	15.4
Italy	1,348,400	+1.0	13.4	14.5
Spain	676,100	+6.1	6.7	6.5

Notes: VW holds 70 per cent and management control of Skoda. Includes new imported from US and Mexico. \*GM holds 50 per cent and management control of Saab. Includes new imported from USA. Source: ACEA (European Automobile Manufacturers Association), figures are rounded.

## Volkswagen increases its lead

Volkswagen group tightened its grip on the leadership of western Europe's new car market last month, writes John Griffiths in London. This was despite French carmakers enjoying a big domestic sales boost as buyers rushed to beat the September 30 deadline for the end of government incentives to buy new cars. VW, which includes Audi, Seat and Skoda, increased its market share for the month to 17.7 per cent, from 17.5 a year earlier. Peugeot/Citroen saw a 2.1 per cent rise for the month, to 13.2 per cent (11.5 last September), but still trails General Motors for the year as a whole.

## Lithuania's old heroes look for new glory

The hero is back. But has his time passed? Lithuanians will give their verdict this Sunday when Mr Vytautas Landsbergis, the bearded composer and leading dissident who stood up to Soviet tanks and helped win the Baltic country's freedom in 1991, leads a rejuvenated Homeland Union into parliamentary elections.

The latest polls show his conservatives, who were routed by the former communists in 1992 after just a year in power, are ahead with about 15 per cent support. Two other centre-right parties, the Christian Democrats and the Centre Union, each have about 10 per cent. The governing Lithuanian Democratic Labour Party (LDLP), founded on the remnants of the Communist party, is at 12 per cent. A party needs 5 per cent to get into parliament.

The most likely outcome - if the polls are to be believed - is a conservative coalition government. Mr Gediminas

## First east Europeans to ditch their liberators for ex-communists may vote dissidents back into office, writes Matthew Kaminski

Vagnorius, prime minister in the first post-independence cabinet, might then regain his old job. Mr Landsbergis's eye is on the parliamentary speaker's post. His ambition is the presidency, which will be contested in 1998.

For the former dissidents, this would be poetic justice. It was in Lithuania that eastern Europe's former communists first came back to power. Poland and Hungary followed. Mr Landsbergis would like to set a new trend by ousting his country's former communists.

Indeed, the LDLP's waning popularity reflects the pitfalls of incumbency in post-communist eastern Europe. The party oversaw a painful transition. Its market reforms, while less than radical, made the streets of Vilnius bustle with commerce. Yet the rural regions are pockmarked with bankrupt farms and impoverished farmers.

The ex-communists sound defeatist. "It's hard to be popular when you take tough economic decisions,"

says Mr Mindaugas Stankevicius, the prime minister. The avuncular Mr Stankevicius has a point. Under the LDLP, inflation came down and growth was revived. Lithuania won International Monetary Fund support. Yields on government debt are now around 10 per cent, after flirting with 40 per cent earlier this year.

But the LDLP record is mixed. Subsidies for farms and energy are a drain on the budget. Privatised by free vouchers, the country's factories are largely unreformed and often run by their old managements.

"A change would be a good thing," says a western diplomat. "There are still a lot of people in the corridors of power who date back to the old days. They've got to go - and allow bright young people who you saw running [neighbouring] Estonia to take over."

Public faith in government is low. A lively popular press, which some regard as the hallmark of a healthy

civil society in the ex-USSR, unearths scandals almost daily. Tales of official corruption and crime resonate in a country with unemployment at 8 per cent and monthly wages below \$200.

The fallout from a banking crisis this year continues to take a toll on the LDLP. The budget deficit rose and growth stagnated. The alleged personal involvement of government members ate heavily into the LDLP's support.

Calls to clean house are popular not only among the depositors who saw their savings frozen. Mr Romualdas Ozolas, the Centre Union head, campaigns with a briefcase in which he alleges, are the names of compromised politicians. Like Joe McCarthy, he never opens it. The gimmick works.

A centre-right coalition would be likely to toe the same westward-oriented foreign policy line as the LDLP. Hopes of membership of the European Union and Nato

are a top priority. Relations with the east might change, though. Mr Landsbergis favours a more hawkish line toward Moscow. Of the three Baltic countries, Lithuania currently enjoys the most placid relations with Russia.

More uncertainty surrounds future economic policy. Mr Landsbergis's one year in power evokes painful memories of disorganisation and economic populism. This year's campaign hardly indicates that the right learned much from four years in opposition.

The Homeland Union opposes free energy prices and a privatised telecommunications sector. It also says the litas, now pegged at 4 to the dollar, might be devalued. This controversial move would alienate investors.

Lithuania ranks last in the Balkans in terms of foreign direct investment. But any government would come in handcuffed. The current IMF \$200m loan programme runs until next September; any change in monetary policy

needs its approval. No party appears likely to win a majority. Coalition rule usually breeds compromise. The president, Mr Algirdas Brazauskas, would provide another check. The popular former Communist party head can remove cabinet ministers.

Mr Landsbergis cut his teeth fighting communists. He carries more pounds than in January 1991, when Mr Gorbachev sent the Soviet army on the Vilnius parliament and television tower. But the composer's high pitched chirp is the same. And he clearly feels at home in this campaign.

"The mood is bad: I sense it all the time," says Mr Landsbergis. "Even if we win, the nomenklatura [ex-communist establishment] has strengthened its position in the economy, media and judiciary."

So it may again be the time of the now greying hero. But many Lithuanian voters wish the country's political system would outgrow the old divisions. "There's no centre in Lithuanian politics," says one LDLP official, "and we might have to wait a whole generation for one."

## Frankfurt 'still likely to trail London'

By Andrew Fisher in Frankfurt

Frankfurt will be at a disadvantage as a financial centre against London and Paris after European monetary union unless greater efforts are made to improve trading efficiency and liquidity in the German capital market, Mr Ulrich Cartellieri, a director of Deutsche Bank, Germany's biggest bank, said yesterday.

The euro, the planned single currency, would "create the basis for tough competition" among European markets, he told a conference in

Luxembourg. He cited London's pre-eminence as a financial centre in Europe and pointed to the progress made in making Paris a more competitive market.

Mr Cartellieri said London would play an important role from the start in the new euro-based financial market, regardless of whether the UK took part in Euro. "The idea that the financial sector of continental Europe could obtain a competitive advantage against London in a currency union without Great Britain is an illusion."

His comments followed a survey of European finance

directors which concluded that Frankfurt would displace London as Europe's leading financial centre if Britain remained outside Euro. A majority of directors polled by Healey and Baker, the UK property consultancy, said Frankfurt would become the main European financial centre if the UK was not in Euro.

Mr Cartellieri said London had shown how well it could adapt and innovate. It would have even more advantages if Euro's monetary policy and capital market instruments and regulations were based too closely on current national prac-

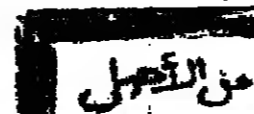
tices. He thus argued against minimum reserve requirements in Euro, calling these a "competition-distorting special tax" on customers' deposits at banks.

"We reject them [minimum reserves] decisively as an instrument of the European central bank," he asserted.

The Bundesbank, which levies minimum reserves on deposits with the German banking system, has argued strongly that these should be adopted under Euro. Mr Otmar Issing, a Bundesbank director, said that they had a stabilising influence on the money market.

Among the changes Mr Cartellieri called for in the German capital market were the creation of more liquidity by banks in financial products and derivatives, increased government efforts to provide a full range of bonds at all maturities and an eventual move to Anglo-Saxon type pension funds to stimulate investment in equities.

Both he and Mr Issing opposed giving non-Euro members access to Target, the planned euro payments system, in a way which would enable them to use intraday or overnight refinancing credits.



# Protest gathers momentum as a third of civil servants respond to unions' call Paris plays down strength of strike

By David Buchan in Paris

A third of France's 1.88m civil servants yesterday responded to their unions' strike call and stayed away from work to protest against government plans to restrain their pay and cut their jobs.

The government generally played down the significance of the strike, comparing the 31 per cent turnout to 87 per cent in a similar protest strike a year ago.

Nevertheless, at the end of the one-day protest that also affected rail and air transport and drew support from private doctors as well as public hospitals, Mr Louis Vignes, secretary general of the pro-communist CGT union, said: "We have the momentum going, which will continue and grow stronger every day."

Anti-government demonstrations were held in most major French cities as well as in Paris, where union leaders led a march across the city centre. The CGT said 100,000 people took part - police put the figure at about 25,000.

Marchers in the capital shouted slogans such as "salaires bloqués, emplois supprimés, Chirac, Juppé, ça ne peut pas durer!" (Wages blocked, jobs cut, Chirac, Juppé, this can't go on!).

Mr Lionel Jospin, leader of the opposition Socialist party, expressed support for the strike - he was accused of "complete demagoguery" by the ruling Gaullist party.

Mr Dominique Perben, the civil service minister, sought to ease the situation by repeating his promise of early pay negotiations. The government has promised that this year's civil service pay freeze will not be extended into next year.

But it has said it has little scope - less than FF2bn (\$386m) - to increase wages in 1997, the year in which it hopes to bring the public deficit down to 3 per cent of GDP and thus to qualify France for European monetary union.

The government also appears to be sticking to its plan to reduce the central civil service by 5,600 next year. This would be done by natural wastage rather than redundancy, but the unions have reacted furiously.

The SNCF rail company reported that 40-45 per cent of railway workers, who struck last year for nearly three weeks, answered yesterday's strike call, halting two out of every three trains on mainline and Paris suburban services.

More than a third of the staff of France Télécom, Electricité de France and Gaz de France stayed away from work. But services were not interrupted due to automation.

Stoppages by air traffic controllers and some pilots reduced Air France services to one in three flights and Air Inter Europe to one in five, the two airlines said.

Police, whose estimates are traditionally conservative, said 20,000-25,000 people marched in Bordeaux, the southwestern city of which Mr Juppé is mayor.



Masked Parisian protesters make a case: 'Stop the lies, down with unemployment, stop instability...the right to work'

# EU tourism official asked to retire early

By Caroline Southey in Brussels

A senior civil servant in the European Commission's tourist division has been asked to take early retirement following accusations of mismanagement in the department.

The decision to ask Mr Heinrich von Moltke, director general of the tourism division, to take early retirement was taken on Wednesday during a closed meeting of the commissioners.

However, the commissioners refused to grant a request lodged in June by the Belgian authorities to lift Mr von Moltke's diplomatic immunity. "The grounds given for seeking to lift his immunity are certainly not convincing enough," a Commission official said.

The Commission official stressed that the move to replace Mr von Moltke was not linked to the arrest by Belgian authorities of two officials in the department on fraud charges earlier this year and not a reflection on Mr von Moltke's character.

"The Commission stresses the confidence it has in the integrity of Mr von Moltke," he said. Another EU official added that while Mr von Moltke was head of the division at the time of the alleged fraud, there were no suggestions that he had been involved.

The move came after pressure had been mounting on the Commission to take action. A special Court of Auditors report, which has not yet been made public, has identified irregularities in the department between 1990 and 1994, according to EU officials.

The European parliament last week proposed that 10 per cent of commissioners' salaries should be held in reserve until a re-organisation of the tourism department to reduce the risk of fraud had been put in place.

Mr Christos Papoutsis, commissioner for tourism and small and medium-sized enterprises (SMEs), served notice last week that he intended to overhaul the department following consultations with Mr Jacques Santer, president of the Commission and Mr Erkki Liikanen, the commissioner in charge of the budget. He pointed out that the irregularities had taken place before the present Commission under Mr Santer had taken office.

Nevertheless, he said, it was necessary fully to re-organise the division so that fresh impetus could be given to policies favouring SMEs.

EU officials denied that the Commission had been pressed into taking the decision against Mr von Moltke. "We had already been planning to make changes at the department," the official said. Mr von Moltke was close to retirement.

The Court of Auditors reported in 1992 that it had information showing irregularities in the tourism division. The charges were related to the European year of Tourism in 1990 when contracts were allegedly rewarded for kickbacks.



Papoutsis: overhaul planned

# Gaullists find new unity over tax cuts

The issue of tax cuts is beginning to strain France's coalition government, pulling the centre-right UDF federation away from Mr Alain Juppé, the prime minister, and his Gaullist RPR party.

But this new strain with its junior coalition partner is also causing the RPR to unite closer behind Mr Juppé and President Jacques Chirac, healing their long rift with Mr Edouard Balladur, the Gaullist former prime minister, who joined an RPR meeting at the Elysée yesterday.

In an interview, Mr Balladur stressed that in seeking a modest acceleration of tax cuts, he was not in any way trying to rock the overall balance of Mr Juppé's fiscal strategy.

The National Assembly has approved the government plan to cut income tax by FF25bn (\$3bn) next year, and yesterday voted to cut the first instalment of income tax next spring by 6 per cent, instead of the 5 per cent reduction sought.

But the government is being pressed by UDF backbenchers to go further and cut value added tax and to reverse its planned rise in fuel tax.

The UDF tax-cutting campaign - evidently designed to give it a more popular policy on which to distinguish itself from the Gaullists in

the 1998 elections - has prompted a tart response from Gaullists who have challenged their coalition partner to find extra savings in the 1997 budget to justify these extra tax reductions.

The outcome depends, in part, on the stance of Mr Balladur, whose support crosses the RPR/UDF divide: though a Gaullist, he was overwhelmingly backed by the UDF in the early stages of his 1995 presidential campaign against Mr Chirac.

Mr Balladur recently dismissed as "political fiction" the possibility that Mr Chirac might one day ask him to replace Mr Juppé as prime minister. But the passage of time and the advancing prospect of the 1998 election is helping heal past rifts within the Gaullist hierarchy.

In his interview, Mr Balladur said he was seeking certain tax changes, but said that none of these would "greatly change the general equilibrium of the budget" which aims to bring the overall public deficit down to 3 per cent of gross domestic product next year.

Mr Balladur limits his prescription to inject more "optimism" and "activity" into the French economy to: ● Acceleration of income tax cuts. This would involve making the same FF25bn cut in 1997 as Mr Juppé plans, but compressing the timetable for cutting another

FF50bn off income tax in subsequent years.

● Cutting the tax on property transactions which stands at 7 per cent in France, compared with 1 per cent in the UK and 2 per cent in Germany.

● New incentives to encourage the French to dip into their high savings and to spend.

● A possible cut in the rate at which the state health insurance agency reimburses medical expenses, if government efforts to manage hospitals more efficiently and to encourage cheaper, generic medicines fail to produce early results.

Though interest rates have come down sharply in France, Mr Balladur claimed there is still some margin for further cuts without endangering the franc's link with the D-Mark.

The former prime minister reflects a growing anxiety in France not about the parity at which the franc will be fixed permanently against the D-Mark in Europe's planned monetary union, but about the euro's rate against the US dollar.

By focusing more on such policy problems of the future, Mr Balladur seems to be playing his part in calming the controversies of the present.

David Buchan

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NEWS: THE AMERICAS

Dole litany fails to dent Clinton

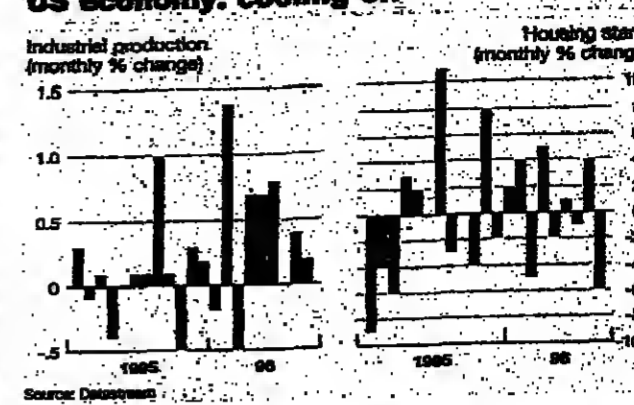
Jurek Martin compares performances in the second US presidential debate

If the second US presidential debate had been a car driving test, here is how an examiner might have rated the Democratic and Republican contenders. President Bill Clinton used automatic transmission and set the buttoo on cruise control. Mr Bob Dole kept changing gears frantically and crashed them noisily more than once. To partisans, both passed the test. Mr Clinton, in his element fielding questions directly from ordinary citizens, empathised with his audience, to the point that some questioners were caught nodding in agreement simply because he looked them in the eyes. Mr Dole, Republicans said afterwards, had been tougher and more aggressive towards the president than his deferential performance in their first debate. But, to do so, he frequently had to ignore the questions put to him. A total of 19 questions were posed. Three were about healthcare, three about taxes and savings, two about foreign trade and two more about discrimination (against minorities and gays). The other nine ranged from the Middle East and tobacco to welfare and military pay. Only three, two towards the end of the 90-minute session, offered Mr Dole obvious opportunities to impugn Mr Clinton on the ethical charges that this week had become his campaign leitmotif. That left Mr Dole feeling obliged to trot out his litany in odd places. When asked about military pay, he suddenly, in an abrupt switch of tone to the past, said "remember Vietnam" - an allusion to Mr Clinton's avoidance of the draft more than 25 years ago. Similarly he raised the current hot issue of Democratic campaign contributions from an Indonesian business empire only once, and without context or explanation, as if none were needed. When the question was about tobacco addiction, Mr Dole wanted to talk about marijuana and cocaine, citing an old Los Angeles Times article, which the newspaper subsequently retracted, in his determination to tar the president with compliance over a different kind of addiction. Repeatedly, Mr Dole injected the phrases "my word is my bond" and "I keep my promises" in deliberate, if sometimes disconnected, contrast with his case that the president has failed on both counts. But he muddled what was supposed to be a clear message by introducing extraneous elements. In his concluding remarks, he raised out of the blue old conservative chestnuts such as term limits for congress and constitutional amendments to ban flag burning and restore voluntary prayer in schools, all forgotten issues in this year's campaign. Mr Clinton rose to no baits, though occasionally he showed steel. "I don't want to respond in kind to all these things," he said. "No attack ever created a job, or educated a child or helped make ends meet. No insult ever cleaned up a toxic waste dump or helped an elderly person." He often appeared almost indulgent of his older opponent as he stuck to his message. The fact that Mr Dole was 72 did not make him unqualifying as president, Mr Clinton said. "It's the age of his ideas which I question." His policy arguments were relentlessly directed at the future. When Mr Dole complained that the failed 1994 healthcare reform was a liberal attempt to impose "socialised medicine" on "the best health delivery system in the world," Mr Clinton responded with a raft of incremental details of necessary improvements to be tackled in a second term. Both appealed to California voters, with Mr Dole insisting that the state had lost thousands of manufactur-

US growth slows in line with Fed views

By Michael Prowse in Washington

US economic growth appears to have slowed in recent months, in line with projections by the Federal Reserve, figures indicated yesterday. The Fed said industrial production grew 0.2 per cent in real terms last month compared with 0.4 per cent in August. The slow down reflected a drop in output of cars and light trucks. Separately the Commerce Department reported a 6 per cent fall in housing starts last month to a seasonally adjusted annual rate of 1.4m, the lowest this year. The signs of weaker growth will be welcomed by senior monetary officials who last month surprised the global financial community by failing to raise short-term interest rates. Many economists said the Fed should have raised rates modestly to head off pressure on inflation next year. Some analysts yesterday remain unconvinced that a slowdown was occurring. "I don't see a slowdown," said Mr Robert Brusca, chief economist at Nikko Securities in New York. "The con-



Baseball takes lead over politics

By Patti Waldmeir in Annandale, Virginia

There were nachos, chicken wings and alcohol-free beer to help ease the pain of withdrawal, but the junkies were suffering. Added to both politics and sport, they had faced a difficult choice: Bob Dole or baseball. A handful of Republicans from northern Virginia had gathered on Wednesday night at Main Street, USA - the improbably named local restaurant - to watch Mr Dole fight for his political life in the last debate of the presidential campaign season. But until the last moment, Main Street USA's big screen television remained firmly tuned to that other epic battle: the fight between the Atlanta Braves and the St Louis Cardinals for a spot in baseball's World Series. At precisely 9pm, the choice had to be made, and some brave soul seized the remote control to change the channel from sport to politics. But in the bar, only steps away, another TV stayed tuned to base-

Nicaragua mass rallies end election campaign

By Johanna Tuokkunen in Managua

Campaigning for Sunday's general elections in Nicaragua has ended following mass rallies in support of the two leading presidential candidates. The winner of the battle of the rallies was Mr Daniel Ortega, Sandinista candidate and president during the revolutionary government of the 1980s. Hundreds of thousands of red and black clad Sandinistas cheered Mr Ortega's speech on Wednesday night in which he promised to include all social forces in a government that would provide the basis for economic recovery. Earlier in the day, under torrential rain, Mr Arnoldo Aleman, rightwing Liberal Alliance candidate, told supporters his administration would bury for ever the painful memories of Nicaragua's conflict-ridden past and create 100,000 new jobs in its first year. The Sandinistas' final show of strength far outdid the Liberal rally. But in 1990 massive pro-Sandinista demonstrations did nothing to prevent Mr Ortega losing the presidency to centrist Mrs Violeta Chamorro. Some last-minute opinion polls suggested Mr Aleman was on the threshold of the 45 per cent he needs to win the presidency outright. Others indicated Mr Ortega might force a second round run-off, or even snatch victory. All the polls foresee turnout of over 80 per cent. Organising a smooth election in a country where many roads are impassable from heavy rain, and a complex set of rules from a reformed electoral law are being implemented for the first time is no easy matter. Former US president Jimmy Carter's Carter Centre has been monitoring the election preparations.

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NY to seek tobacco damage suit

By Richard Tomkins in New York

Mr Rudolph Giuliani, the high-profile mayor of New York, was yesterday expected to announce that the city was joining the growing ranks of states and cities suing the US tobacco industry to recover smoking-related healthcare costs. The city was due to file a lawsuit in New York State's supreme court seeking to recover billions of dollars spent by the city on treating smoking-related diseases under public sector healthcare programmes, notably Medicaid. According to the Coalition for a Smoke-Free City, an alliance of New York area health groups, these costs total more than \$2bn a year. R.J. Reynolds, the tobacco subsidiary of R.J.R. Nabisco, the second biggest US tobacco company, said there were no grounds for the lawsuit. "The mayor may garner some political mileage out of this filing, but that's all." The lawsuit brings Mr Giuliani into conflict with the tobacco industry for the second time since he became mayor at the beginning of 1994. Last year, he signed into law a ban on smoking in a wide range of public places, including restaurants seating more than 35 people, and sports stadiums. Some 16 states and several large cities, including San Francisco, have filed similar suits against the tobacco industry, but New York State is not among them. None of the cases has yet gone to trial. The tobacco companies say they are confident they will win as they have in most previous cases, but they suffered a blow in August when a Florida jury awarded \$750,000 to a lung cancer patient.

Rising oil price is threat to pace of Venezuela reforms

Rising oil prices have spelt disaster for economic reform programmes in Venezuela. In 1990, Saddam Hussein marched into Kuwait, oil prices soared and the government's reform plans evaporated. Now with oil prices rising once again courtesy of the Iraqi dictator, questions are being asked about the Venezuelan government's commitment to the market-oriented measures it introduced six months ago. "Historically, high oil prices usually have been a friend of sensible economic policy in Venezuela," said Mr Jim Nash of Nomura Research International in New York. Mr Franklin Santarelli, an analyst with Metroeconomica in Caracas, added: "Given the new sources of income it is likely that the pace of reform will be slowed."



Caldera: strong commitment

However, Mr Luis Matos Azócar, the Venezuelan Finance minister, insists that this time things will be different. President Rafael Caldera last weekend made "a strong political commitment to keep the process moving forward." "This is a very important statement at this moment because many people think that because of the oil windfall we won't follow through," he said in an interview in London. This included a pledge on privatisation, which is meeting strong domestic opposition. "We are going ahead with the privatisation as scheduled, no matter what the political cost of the decision," he said. The proposed flotation of 40 per cent of the telephone company Cantv would go ahead before the year end, as would the previously postponed sale of Banco de Venezuela. In the first quarter of 1997 the aluminium company of the state industrial holding company CVG would be sold. The government was also pushing ahead with a special fund for windfall oil income and privatisation revenues, aimed at reducing the country's debt burden. The fund has already been established by decree, but needs legislative approval. "We can't try to create aggregate demand by government expenditure," said Mr Matos, who is expecting the non-oil economy to contract by 3.5 per cent this year, but projects 4 per cent growth next year and 6 per cent in 1998. Mr Caldera's government embraced market-oriented reform six months ago. Backed by the International Monetary Fund, it was aimed at correcting chronic budget deficits and reforming the structure of the economy to allow the private sector more room. It included lifting exchange controls, unpegging the exchange rate and selling off state enterprises. Privatisation, which the government estimates could raise \$6bn by mid-1998, was important as a contributor to structural and fiscal reform, since 70 per cent of government spending goes to public enterprises. So far, the programme has been more successful than most people expected, thanks in part to higher oil prices, and has been greeted enthusiastically by financial markets. After years of deficit, a public sector surplus is expected this year. When the currency was floated in April, instead of slumping as many people expected, the bolivar appreciated. It has risen by 34 per cent in real (inflation-adjusted) terms since the flotation, while foreign exchange reserves have risen by \$3.7bn to \$13.5bn, allowing the government to pass up the second \$500m tranche of an IMF loan. It has also led to currency overvaluation. "An overvalued currency in the short-term makes everyone happy," said Mr Pedro Palma, vice-president of Booz Allen & Hamilton in Caracas. "It anchors the inflation and makes imported luxury goods cheaper. But in the long run, it's a sure road to a crisis: sudden devaluation, capital flight and then a Mexico-style crisis." The inflows of capital, exacerbated by the obligatory exchange of oil revenue dollars into bolivars, have also contributed to an excessive expansion of the money supply, risking resurgence of inflation. Mr Matos said that the government would repay its debts to the central bank. The bank would then be able to issue more securities to soak up excess liquidity. Furthermore, the government would clear up debt arrears to other domestic and foreign creditors by the end of the year. Government officials agree there is much to do, apart from privatisation, to reform the public sector. In the short term, the biggest challenge will be to present the population with tangible evidence that it is benefiting from the changes. "This will not be easy given that average incomes have fallen to 1988 levels. No wonder Mr Caldera's popularity has plummeted." For this reason, many observers believe the government will be tempted again to use oil revenues to spend its way out of its troubles. "Here's to the party while it lasts," said Nomura's Mr Nash. "Eventually, there will be a morning after."

Stephen Fidler Raymond Colitt

حکومت العراق

NEWS: WORLD TRADE

Big Japanese carmaker considers joining Korean rivals in newly developing market

Toyota looks at big E Europe investment

By Hely Simonson, Motor Industry Correspondent
Toyota, the world's second biggest carmaker, is considering building a new plant in eastern Europe...

the region following the political and economic liberalisation of the early 1990s. Mr Yokoi, who this year took responsibility for Toyota's international activities, said the study was incomplete. However, it had already concluded that any east European plant would have to cater for demand from beyond the region to be profitable.

Japanese carmakers have lagged their Asian rivals in expanding into eastern Europe. The one exception, Suzuki, assembles vehicles in Hungary, where it expects...

carmaker, bought control of FSO, the big Polish state-owned carmaker, this year. Kia, another Korean marque, will assemble vehicles in Russia...

it looks as though we've fallen behind, we are not indifferent. He declined to say when the study would be concluded, or what it might propose. However, the work was proceeding "intensively". Mr Yokoi said the study would include making components as well as cars with the involvement of Japanese parts manufacturers associated with Toyota.

the company has followed Nissan in building a plant in the UK, Mr Yokoi said. Toyota's market share did not adequately reflect its size and importance. Part of the planned growth will come from a second model to be built alongside the Carina E car at Toyota's UK factory. The new model, based on the Corolla, will give the company a locally-built contender in the biggest segment of the European car market.

An east European plant could help Toyota meet its target of 4% of the west European market

to raise production to 50,000 units this year. By contrast, Korean manufacturers have expanded much more aggressively. Daewoo, Korea's third biggest...

Russian-controlled Kaliningrad, while Hyundai, the country's biggest car company, plans to assemble vehicles in Poland. Mr Yokoi said: "Although...

WORLD TRADE NEWS DIGEST

Chilean leader lifts UK spirits

Scotch whisky distillers were optimistic yesterday that complaints about Chile's liquor tax regime voiced to Chilean president Eduardo Frei on his visit to London this week will result in fairer duties on imported spirits. The distillers say Chile's duty on spirits discriminates against imported liquor, particularly whisky, to the benefit of domestic producers of pisco, the local spirit. Spirits of greater than 43 degrees proof, which include most whiskies, are taxed at a 70 per cent rate, while those of less than 35 degrees, which includes most pisco, at 25 per cent. Speaking at the end of his visit, President Frei said: "We are studying a modification of the law that would ensure it respects WTO rules." Whisky's share of Chile's spirits market dropped from 19 per cent in 1983, when the current tax regime was introduced, to 4 per cent in 1992, while pisco's share rose from 45 per cent to 79 per cent. Stephen Fidler, Latin America Editor

Apec to prepare action plan

Officials from the 18-member Asia Pacific economic co-operation (Apec) forum meet in Manila today to prepare final details of the group's timetable on trade liberalisation. The negotiations - the last meeting of officials before a week of talks in Manila next month which culminate with the Apec leaders summit on November 25 - are expected to produce a draft document known as the Manila action plan. The plan, which will provide details of each country's timetable for eliminating tariffs by 2010 for developed members and 2020 for developing members, will be endorsed by the 18 leaders next month. Officials will also negotiate details of the collective action plans including moves to harmonise customs procedures and initiatives to integrate regional trade. Edward Luce, Manila

Fiat looks at Bombay sites

Fiat of Italy is progressing with a proposed \$550m investment to build a factory near Bombay with a capacity of about 100,000 cars a year. Fiat officials, led by chief executive Mr Roberto Testore, yesterday inspected sites for the proposed new factory. Mr Manohar Joshi, the chief minister of Maharashtra state said the visiting delegation was looking for a site of about 250 acres of land outside Bombay. Foreign Staff

Royal Ahold of the Netherlands yesterday said it was planning a 60/50 joint venture with the China Venturetech Investment Corporation to establish a modern supermarket chain in China. A new company, Shanghai Ahold-Zhongou Supermarket, will concentrate in its first years on developing supermarkets in Shanghai, with a planned investment of \$50m. AFP, Zaardam

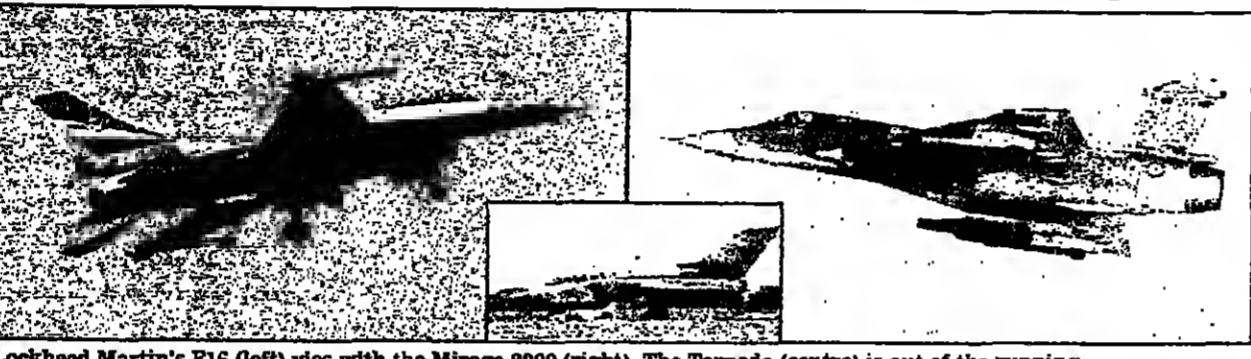
Alcatel of France has won telecommunications orders in Thailand and Vietnam with a total value of FF1bn (\$192m). The contracts will allow the unit of Alcatel Alsthom to strengthen its position in these regions, where markets for fixed and mobile phone services are growing by 20-25 per cent a year. AFP, Paris

Vietnam has allowed 12 foreign law firms already operating there to set up a second office in the country. The firms include Baker & McKenzie, Coudert Bros, Freshfields and Clifford Chance. Jeremy Grant, Honol

Avionics key to Abu Dhabi dogfight

Robin Allen reports on the multinational contest to supply advanced fighters to the Gulf state

The contest to supply Abu Dhabi with up to 30 advanced combat jets has been long and hard. After 18 months of negotiations and several missed deadlines, Abu Dhabi has kept the world's biggest defence contractors on tenterhooks for the deal worth between \$6bn and \$8bn. The list of four initial contenders is now down to a shortlist of two. Lockheed-Martin's F-16 is the front-runner and preferred choice, with the Mirage 2000, made by Dassault Aviation of France, closely on its heels for a share of the deal. The final awards rests on whether Lockheed Martin will supply all the avionics, electronics, weapons systems, stand-off missiles and support systems which Abu Dhabi wants. The add-on technology could lift the total value of the deal, over several years, to up to \$12bn, according to defence experts. Meantime Abu Dhabi will not allow the US to be sure Lockheed has won, senior diplomats said. "This is Abu Dhabi's way of getting the price down and ensuring it gets everything it wants." The F-16 fits Abu Dhabi's requirements for the next 10 years, in that it is a single-seater, fast and manoeuvrable, according to defence analysts. If the US does not fully satisfy Abu Dhabi's demands for the latest avionics and technology, then the French option would be used as a bargaining chip. In this case, Abu Dhabi would buy fewer F-16s; and make up the difference with more Mirage 2000s, and by upgrading some 40 already in service with Abu Dhabi's airforce. British sources who said that the GR4 was out of the running, expect Abu Dhabi to opt for a combination of F16 and Mirage 2000s if the US failed to come up with all the avionics. In such a case, they expect the combination ratio to be 50-60 F-16s and up to 24 more Mirage 2000s. The French are having been pressing hard for a sizeable chunk of the order, according to defence experts. However, France does not have an aircraft now to match the F-16, according to defence analysts. Their newest fighter, the Rafale, will reportedly not be ready until 2004-2005, two years after the UK/German/Spanish/Italian Eurofighter. Out of the running are the US's McDonnell-Douglas F-15 fighter-bombers, and the UK British Aerospace's GR4 Tornado ground-attack aircraft. The main disadvantage of the F-15s under consideration was that they needed a two-man crew, and Abu Dhabi can barely find 80 pilots to fly the single-seat aircraft. Prospects for the Tornados suffered for the same reason: "You need two pilots just to keep the Tornado in the air," said one industry expert. The McDonnell-Douglas F-15 which does have a single-seat variant was not considered as an option. Abu Dhabi's priorities have been decided by the UAE's armed forces chief-of-staff Sheikh Mohammed Bin Zayed, head of Abu Dhabi's airforce and son of Abu Dhabi's ruler and UAE president Sheikh Zayed Bin Sultan Al-Nahyan, with whom the final decision lies. An official announcement is not expected until the international defence exhibition being hosted by Abu Dhabi early next year or possibly on Abu Dhabi's national day on November 7. The US is also seen by Abu Dhabi officials as the most promising of western suppliers for Abu Dhabi's embryonic offset programme, a critical component of any defence deal. Abu Dhabi requires winning defence companies to invest the equivalent of 60 per cent of the value of the primary contract in projects with local investors on a 49/51 per cent basis over a seven-year period. So far however Abu Dhabi's offset programme has made slow progress, with only one significant offset agreement - significantly with a US company - in six years. Western defence companies have complained of the scale of Abu Dhabi's offset ratio which is twice as big as any other Gulf country. Moreover Abu Dhabi does not have the indigenous committed manpower to make use of an offset programme; nor can it find profitable investment areas. Abu Dhabi officials reportedly expect strong resistance from the Israeli lobby in the US over the sale of advanced electronics for the F-16s. The Israeli lobby is likely to argue that the most advanced avionics have not been sold abroad anywhere - let alone to a Gulf state. However, Israeli influence in Washington has been weakened by Israeli sales to China of guidance systems for Chinese missile development; missiles which are reportedly being sold to Iran. Such sales by Israel would contravene US laws. Senior US officials are said to be "seriously concerned" by the scale of Israel's military collaboration with China.



Lockheed Martin's F16 (left) vies with the Mirage 2000 (right). The Tornado (centre) is out of the running

pressure on industrial prices fell slightly to 0.3 per cent in July and August. Analysts said the fall in housing starts was more than expected and also indicate a decline in home demand following increases in mortgage rates this year. Rates on 30-year fixed mortgages averaged 6.7 per cent last month against 7.1 per cent in January. Homebuilding starts are frequently revised substantially. The drop last month followed exceptional strong figures during summer.

Share rallies campaign

polls suggested Mr Blair was on the threshold of a 45 per cent vote in the presidential election. Mr Blair's lead in the polls is over 60 per cent. Organising a smooth transition in a country where many seats are held by the incumbent is a complex task. The US president Carter's campaign has been excellent in its preparations.

Image suit

Some 10 states and the District of Columbia have filed suits against the tobacco industry. But New York is the only one among the states to go to trial. The tobacco companies say they will have the most previous case they suffered a \$145 million when a Florida jury awarded \$250,000 to a former patient.

Heat to forms

Manufacturers would like to see electrical and electronic equipment that is more energy efficient. The new energy-efficient equipment will be more expensive than the old equipment, but it will save money in the long run. The new equipment will be more expensive than the old equipment, but it will save money in the long run.

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Poll could mark next stage after one-party rule and chaotic coalitions

Three-party Japan in making

Japan's recent wobbly governments might just become more coherent and stable as the result of the country's general election on Sunday.

It is intended to curb Japanese politicians' habit of wooing voters with favours rather than policies, and gives more say to city dwellers at the expense of rural districts.

The latest opinion surveys suggest that a chastened LDP is in the ascendant and might even win a small majority. If so, that would represent a remarkable step back to the old power structure and could well - paradoxically - galvanise the opposition.

But for what it is worth, the LDP is planning on the assumption that it will come in just short of the seats needed to run a stable one-party government and must therefore form another coalition. It has already started courting partners.

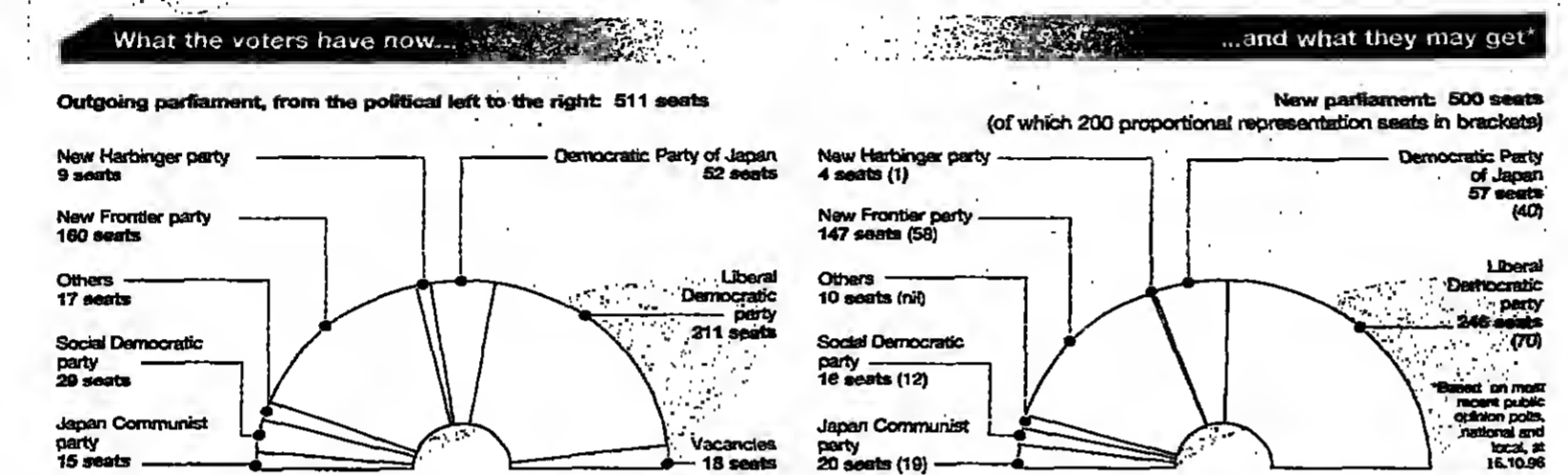
Leading new coalition candidates are disillusioned members of the main opposition group, the broadly conservative New Frontier party. Six members of the NFP, formed by mainly LDP defectors two years ago, have already taken fright at their party's poor showing and rejoined the LDP ranks.

Puzzled? Voters will be when they try to solve this riddle

Confused? The average Japanese voter certainly is. According to a recent opinion poll, more than half those asked said they did not properly understand the way the new electoral system works.

The new system was introduced after years of clamour for reform. It was intended to produce a more transparent, less corrupt political framework. The old machinery - multi-member constituencies in which electors had just one vote, was a direct encouragement to "money politics", where candidates competed on the basis of how much largesse they handed out to their constituents rather than on political differences.

Japan votes: the parliament, parties and politicians



Veteran politician and 11-time member of parliament, the 59-year-old prime minister has a fair chance of winning a second term in the top job. As well as being the sitting prime minister and leader of the largest party in the ruling coalition - no small advantage in an election with few burning issues to guide the voters - Ryutaro, as he is affectionately known among his large fan-base, has managed to engender respect in himself with his slicked-back hair and Kabuki-actor looks, in much the way that Ronald Reagan won over many Americans with his reassuring smile.

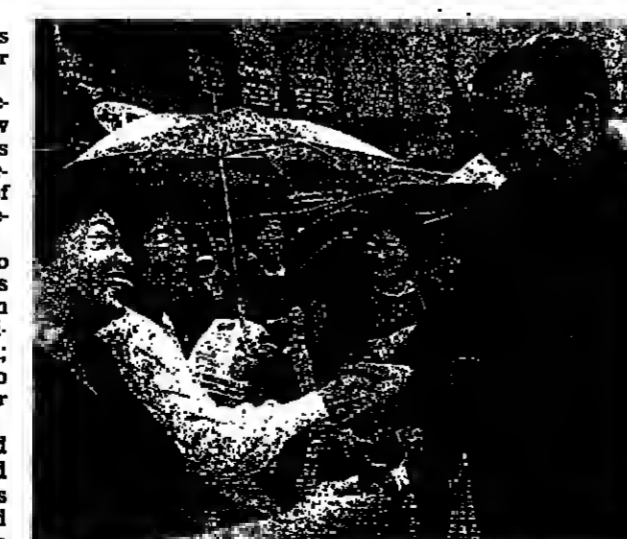
But it is the new system's party political consequences that may be most unexpected and most significant. The predominance of simple plurality seats should enhance the position of the larger parties, especially those whose support is geographically concentrated. But it also means that with a multiplicity of fairly competitive parties, some very close results could occur, and a party could easily win with a very small proportion of total votes cast.

Election circus set to tempt the jaded

A chat-show star, singers and a wrestler are running against the politicians

Sachiyo Nomura is defiantly frank in confessing complete ignorance of government and politics. At least she's honest, she says, "unlike professional politicians", so why not run for election?

In a country of baseball fanatics, some believe Mrs Nomura, 64, has strong prospects in the October 20 national election. As the sharp-tongued wife of Katsuya Nomura, manager of one of Japan's best-known baseball teams, the Yakult Swallows, Mrs Nomura has become a feature in the vast circus of Japanese television talk shows.



Kyokudozan: sumo wrestler on the husting

under his "stage name", and kept his sumo top-knot. Victory, the 32-year-old wrestler conceded, could present some difficult situations in public office. But name recognition in his case is half the battle.

Using her fame merely to gain support from the uncommitted. "With my undying energy and enthusiasm, I hope to make a change, even a small one," she said.

The conservative LDP is fighting back with celebrity candidates of its own, including Mr "Guts" Ishimatsu, a former World Boxing Council champion-turned-actor, running under his adopted name in a hotly-contested district of north-west Tokyo.

ASIA-PACIFIC NEWS DIGEST

Seoul defence minister axed

South Korea's president Kim Young-sam yesterday sacked his defence minister and reshuffled the military high command in response to public criticism over the intrusion of a North Korean submarine last month.

Thai borrowing curb shelved

Thailand's central bank has suspended implementation of a plan to curb the amount of foreign borrowing by commercial banks and companies. The announcement of the plan on October 4 was partly to blame for the steep decline in the shares of banks and finance companies, the most popular holdings of foreign investors.

Delhi rule for Uttar Pradesh

India's United Front government yesterday re-imposed central rule on the state of Uttar Pradesh, the country's most populous, after the Hindu nationalist Bharatiya Janata Party and its secular opponents failed to form majority coalitions. Though the BJP won 174 seats in the 425-member assembly, it proved unable to attract the support of any of the other main winners from elections earlier this month.

Burma dissidents meet

Members of Burmese opposition leader Aung San Suu Kyi's National League for Democracy (NLD) party are meeting this week, despite blockades set up outside her home by the military government, an NLD source said yesterday.

Sri Lanka to reform laws

Sri Lanka yesterday announced plans to reform the country's archaic legal system to allow speedy settlement of commercial disputes, regulate monopolies and mergers, and strengthen financial markets.

Ramos hope for Apec summit

The grouping of the Asia-Pacific Economic Co-operation forum could develop into a true "community of nations" at a summit next month, Philippine president Fidel Ramos said yesterday. "Such a development is of transcendent importance to all our economies," he added.

William Dawkins

A conservative coalition also would probably remove the SDP threat to a proposed rise in sales tax from 3 per cent to 5 per cent next April. Further ahead, it is harder to predict what the new order will look like. Will it be back to an LDP monopoly dominated by special interest groups, or will a three-party system take root?

Gwen Robinson

Vertical text on the right edge of the page, including 'TUI', 'Beiji', 'Monday', 'launched', 'is bewil', 'same of', and a small portrait of a man.

### Patchy recovery in Japan economy

By William Dewdney in Tokyo

Japan's recovery continues to be modest and patchy, according to data on money supply, industrial production and retail sales published yesterday.

Money supply growth slowed in September due to weak loan demand by companies increasingly tapping the bond market, rather than banks, for cash.

Growth in M2 (cash in circulation plus demand and time deposits) eased to a preliminary 0.5 per cent from the same month last year, lower than the market had expected and well below the revised 3.7 per cent growth achieved in August.

That is enough, said economists, to sustain the present modest recovery of about 1.7 per cent in gross domestic product in the year to March, the mid-range of private-sector forecasts.

"The economy is cruising on a mild recovery track," Mr Yasuo Mitsuhashi, BOJ governor, said. The bank's loose monetary policy, with an official discount rate at a record low of 0.5 per cent since September last year, would remain unchanged for the time being, he said.

Lower than expected money supply expansion adds weight to the risk of a slowdown in general economic growth early next year, warned Mr Russell Jones, economist at Lehman Brothers in Tokyo.

Money supply has failed to grow at more than a small fraction above the present level since the economic slowdown hit five years ago.

Weakness of corporate demand for bank lending was highlighted by separate figures, showing outstanding loans by all banks rose by just 0.2 per cent last month, from September last year, to ¥530.68bn (\$4.76bn), the smallest increase in 17 months. Another sign of slower than expected activity emerged yesterday when Miti revised the month-on-month decline in industrial production in August from the provisionally estimated 1.9 per cent to 2.3 per cent.

Inventories of unsold goods and materials rose 0.8 per cent in the same month, slightly up on 0.5 per cent initially reported.

The economic landscape is not uniformly dull. Department store sales in Tokyo rose 4 per cent in September, compared with the same month last year.

Editorial Comment, Page 15

## Tung sets sights on Hong Kong's top job

When earlier this year Mr Tung Chee-hwa, the shipping tycoon, was considering whether to run for the post of Hong Kong's first post-colonial governor he had in his office a Harvard Business Review study entitled *A Company is Not a Country*.

Now, however, as he prepares to declare his bid to steer the territory through its transfer to China in July next year, Mr Tung's record at his company and his business standing will be seen as a pointer to his political prospects.

At first sight, the story might seem alarming. In 1988, a few years after Mr Tung took the helm as chairman of Orient Overseas, the shipping group suspended payment on the principal of its loans, prompting one of the biggest rescue operations of the decade.

"It was the third largest restructuring going on, behind Chrysler and Lockheed," says Mr Harry Wilkinson, who chaired the creditors' committee representing 200 banks and who took over as chief financial officer of Orient Overseas earlier this year. "It had



Tung Chee-hwa: business standing seen as pointer to political prospects

debts of US\$2.5bn and was the second largest shipping group in the world."

Much of the blame lies with the international industry crisis of the early 1980s, which struck other shipping giants such as Sanko of Japan. And once the crisis became clear, Mr Tung won plaudits for his role in the group's recovery.

"He was working 20-hour days, seven days a week," says Mr Wilkinson. "He took a calm, rational approach to a situation where nine out of ten people would have walked away." Another banker involved in the rescue concurs: "He was straight, clear and very committed."

That Orient Overseas is now re-established as one of the world's largest shipping groups, with net profits rising fourfold to US\$71m in the first half of the year, is testimony to improved efficiency and financial control. And within the company, Mr Tung receives as much credit for his style of management as for its financial results. "He listens a lot, he is not an autocratic manager in the mould of some Hong Kong magnates," says one employee.

helping to secure the capital injection remains unclear. As part of the rescue, the Japanese banks insisted on fresh funds. These were duly supplied by Mr Henry Fok, a Hong Kong businessman and a senior adviser to Beijing, who invested US\$120m in the shipping group through his company Treelane.

"The situation is that Henry Fok made the investment," says Mr Wilkinson. "Does he have that kind of money on his own? Heck yes."

Business connections raise other issues for Mr Tung. His candidacy is backed by Mr Li Kashing, one of Hong Kong's most prominent industrialists with interests in property, ports and telecoms. The two businessmen are partners in Oriental Plaza, a \$1.5bn property development in Beijing.

The Orient chief is not alone among the contenders for top office in having business ties. Mr Peter Woo, who declared his candidacy earlier this month, is the son-in-law of the late Sir Y.K. Pao, and former chairman of Wharf and Wheelock, two of Hong Kong's biggest

business groups. Such commercial connections, and the prospect of boardroom rivalry, however, have prompted concerns that the line between business and politics will be blurred in post-1997 Hong Kong.

Mr Tung's supporters point out that an understanding of business is vital to govern Hong Kong effectively. They say Mr Tung has committed himself to a break with his business interests and that the family's controlling stake in Orient Overseas is already held in a trust. Company executives suggest Mr C.C. Tung, a veteran of the company, would slip easily into the shoes of his elder brother.

That points to a smooth passage for Orient Overseas. But for Mr Tung the going may be rougher. Should he be selected by the Beijing-backed committee that will decide who gets the job, he will head a territory rather than a company - even one wrested from the brink of bankruptcy.

John Ridding

## Beijing warns HK against interference on mainland

By John Ridding in Hong Kong

China yesterday warned Hong Kong against interference in its internal affairs, but sought to ease concerns about its tough stance towards freedom of expression in the territory after it resumes sovereignty in July next year.

"Hong Kong should not interfere in mainland China's affairs by organising political activities to attack the mainland's internal affairs," Mr Shen Guofang, foreign ministry spokesman, said.

Mr Shen's comments follow a controversy prompted by Mr Qian Qichen, China's foreign minister, who suggested this week that Hong Kong would no longer be able to mark the anniversary of Beijing's suppression of the Tiananmen pro-democracy demonstrations in 1989.

The minister's remarks, which prompted an outcry in Hong Kong, marked a departure from recent reassuring statements from Beijing.

These include an offer of contacts with the Democratic Party, the largest group in the territory's legislature, and a series of agreements with Britain on handover arrangements.

Mr Shen dismissed claims of a shift in Beijing's stance and said Hong Kong residents would have freedom of speech and expression, as long as they remained within the boundaries of the law. "There will be no changes to our one nation, two systems policy," he said. "Hong Kong people will rule Hong Kong. Well water does not intrude into river water."

But concerns remained in Hong Kong. "Today's statement has not provided the reassurance Hong Kong people were seeking," a government spokesman declared. Mr Qian's remarks would be taken up with the Chinese government at a high level.

"This is alarming," said Dr Yeung Sum, vice-chairman of the Democratic Party. "They seem to have forgotten about one country, two systems."

The exchange underlined Beijing's concern that Hong Kong will provide a source of political opposition and its view that the territory should be an economic rather than a political centre.

"After July 1997, I am sure Hong Kong will become an international financial, economic and trade centre," Mr Shen said this week. "It will not become a centre for other things."

### Mondex cash card launched in HK

By Christopher Brown-Humes

Mondex, the electronic cash initiative originating in the UK, was launched in Hong Kong yesterday as part of a drive into Asian markets.

Promoters are the HongkongBank and Hang Seng Bank, both subsidiaries of Hongkong and Shanghai Banking Corp. The Midland Bank, which backs Mondex in the UK alongside the National Westminster Bank, is also part of HSBC.

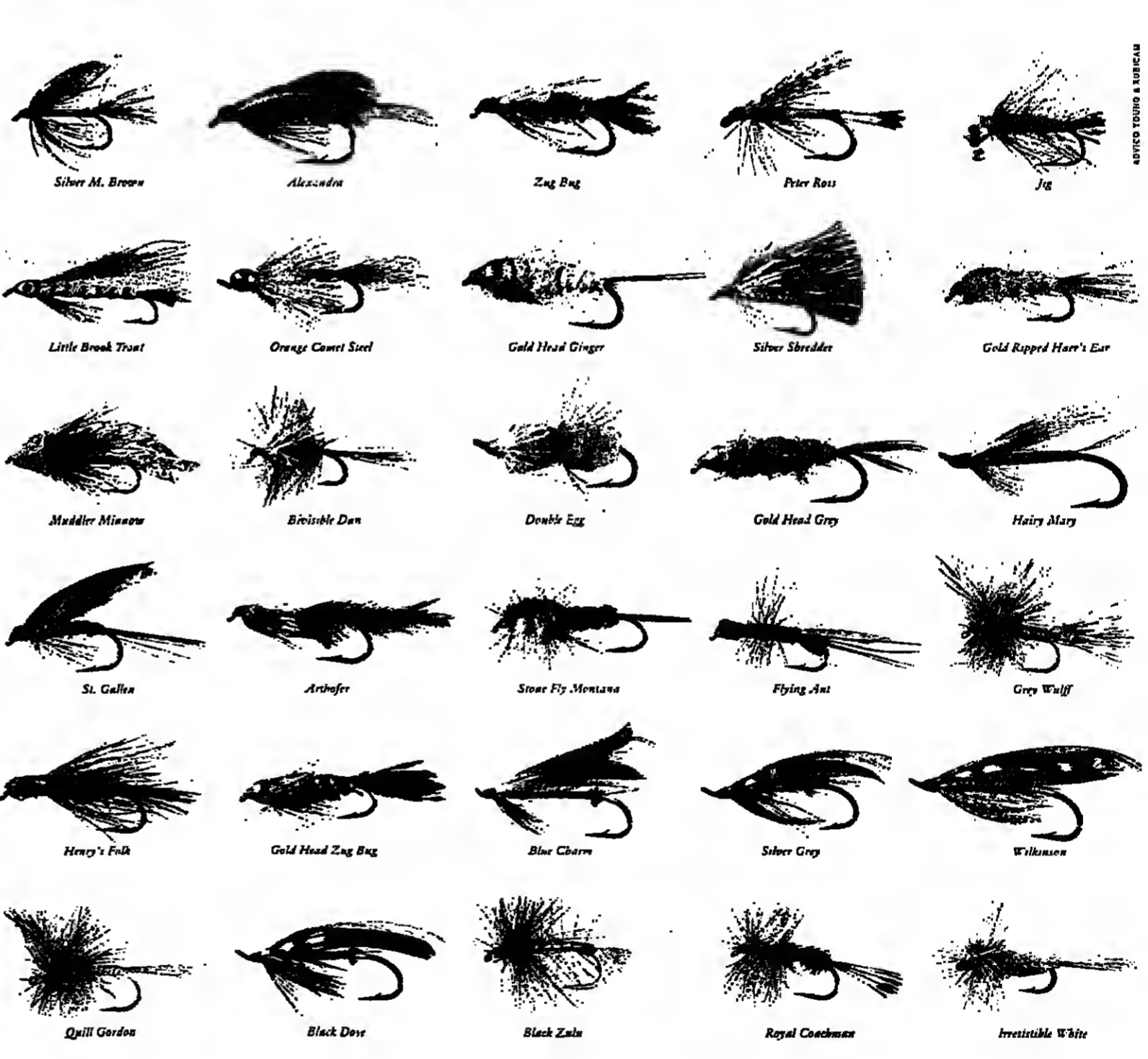
Mondex is a computer chip based card suitable for small transactions, whether they are high street purchases or money exchanges between individuals.

It can be loaded using ATMs and specially equipped telephones.

It is battling it out with a number of payment card operators - Visa, MasterCard and EuroPay - to establish the predominant electronic cash standard globally.

The launch is initially restricted to two shopping malls on Hong Kong Island and one in the New Territories. More than 400 retailers have signed up to accept Mondex for payments.

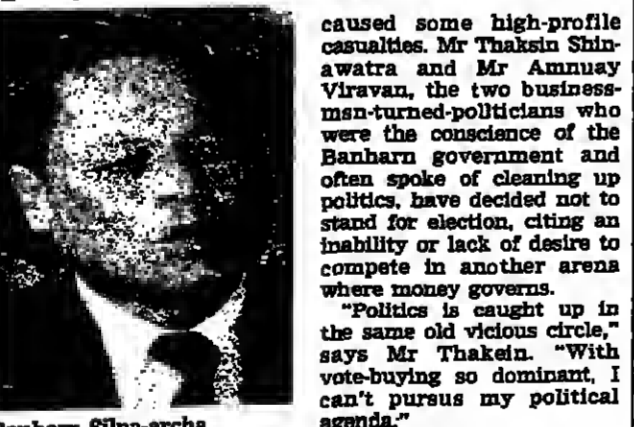
Mondex said it was the first re-loadable electronic cash card available in Hong Kong, adding that it would be introduced across the territory next year.



### Thais bewildered by the same old choice

Coalition is campaigning on pledge to resign

By Ted Berdack in Bangkok



Banham Silpa-archa

With campaigning for Thailand's fourth general election in five years getting under way this week, voters are once again bewildered. They are being presented with the same fascinating array of scandal-tainted political parties as in years past, but this time the confusion comes from a different, potentially historic, source.

Voters have a clear choice of candidates for the premiership on November 17. After a furious round of party-hopping in which almost half the country's sitting MPs switched parties, only two parties have a realistic chance of winning enough seats in parliament to earn the right to form the inevitable coalition government.

The New Aspiration party (NAP), led by Gen Chavalit Yongchaiyudh, defence minister, is fighting against its former ally, the Democrat party, headed by former premier Mr Chuan Leekpai.

Both the parties and the men have different styles and policies: the cautious Mr Chuan speaks to the aspirations of Bangkok's middle class while Gen Chavalit represents an alliance of provincial politicians and retired military officers. It is the sort of choice that has been lacking in Thai politics.

Whether the voters realise they have this choice, then act on it, is another matter. Thailand's economic slowdown and the allegations of corruption and mismanagement that brought down the government of Prime Minister Banham Silpa-archa, in which Gen Chavalit was dep-

caused some high-profile casualties. Mr Thaksin Shinawatra and Mr Amnuay Viravan, the two businessmen-turned-politicians who were the conscience of the Banham government and often spoke of cleaning up politics, have decided not to stand for election, citing an inability or lack of desire to compete in another arena where money governs.

"Politics is caught up in the same old vicious circle," says Mr Thaksin. "With vote-buying so dominant, I can't pursue my political agenda."

Gen Chavalit may ultimately be a victim too. In the rush to build his party, he has taken just about any sitting MP under his wing, including some of the most scandal-ridden members of Mr Banham's disintegrating Chart Thai party.

More than half the 300-plus NAP candidates are announced yesterday are running under his party's banner for the first time. In addition to the image problems these MPs bring, their fractional and bickering style is likely to make a Chavalit-led government short-lived even by Thai standards, where no elected prime minister has ever finished a full four-year term.

Some of Gen Chavalit's allies are trying to turn this impending instability into a positive campaign theme by promising new elections, to be held under a new constitution currently being drafted, within 18 months.

Thus Thai voters are being asked to grapple with another puzzle: an ad-hoc coalition campaigning on the pledge to resign.

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NEWS: INTERNATIONAL

# UN in search of peaceful waters

Bruce Clark on the inauguration of a tribunal to administer Law of the Sea

Mr Boutros Boutros Ghali, the United Nations secretary general, will today get a welcome break from his efforts to trim the world body's bureaucracy and fend off Washington's campaign to remove him from office.

He will attend the inauguration in Hamburg of a new UN institution whose success or failure could be crucial to avoidance of war in the coming decades: an international maritime court which can deliver swift, expert judgments on scores of seabed disputes around the world.

But the tribunal will only be effective if the parties to a complex web of arguments - including at least four explosive rows which have flared recently in the Asia-Pacific region - are prepared to agree in advance to be bound by its judgments.

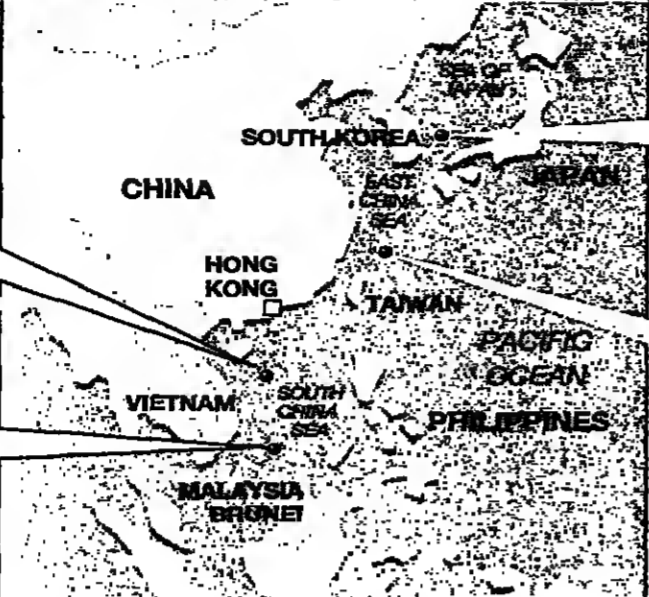
The 21 judges will have the task of interpreting the UN Convention on the Law of the Sea (Unclos), an arcane legal document which came into force in 1994 and has been ratified by more than 100 countries.

So far, the convention - which regulates every aspect of ocean management, including fisheries, pollution control, seabed mining and shipping lanes - has appeared to trigger more disputes than it has settled.

## Asia's Island trouble spots

**Paracel**  
China has invoked the Law of the Sea to support its possession of the Paracel Islands, which it took over in 1974, evicting South Vietnamese troops. In May, China issued a statement claiming territorial waters around the islands. Vietnam and Taiwan also continue to claim the archipelago.

**Spratly**  
This collection of tiny uninhabited islands and reefs is believed to contain huge reserves of oil and gas. They are claimed in whole or in part by China, Taiwan, Vietnam, the Philippines, Malaysia and Brunei. Manila protested strongly last year over the construction by China of concrete platforms on some islands.



**Takekuma/Tokdo**  
Arguments over this collection of rocky outcrops, called Takekuma by the Japanese and Tokdo by the Koreans, have broken out after both Tokyo and Seoul claimed them as part of an economic zone. A South Korean company is engaged in construction projects here. Guarded by the Korean military, the isles may be surrounded by oil and gas.

**Diaoyu/Senkaku**  
A wave of anti-Japanese sentiment has run through China, Taiwan and Hong Kong since July, when Japanese nationalists raised the flag and built a small lighthouse on the largest island in this archipelago, known as the Diaoyu Islands to the Chinese and Senkaku to the Japanese. Taiwan activists landed on one of the islands this month.

Unclos entitles coastal states to proclaim a 200-mile economic zone, or a continental shelf - based on geological formations - which may be much larger.

Inhabited islands are entitled to their own economic zones, and complex issues can arise when an inhabitable island belonging to one country appears to be on the continental shelf of another.

The fact that the ownership of islands provides the key to rich fishing and mineral resources is stoking controversy over some obscure archipelagos in which nobody took much interest until recently.

But there have been loud calls from Asian politicians to settle the outstanding disputes in accordance with Unclos, and the new court - where proceedings will be

much quicker than at the International Court of Justice in the Hague - will at least provide a test of their sincerity.

Britain suffered a diplomatic defeat over the wording of the convention when Ireland insisted that tiny, uninhabitable rocks should be excluded from the provision that allows islands to have their own economic zones.

Britain has had disagreements with Ireland and other countries about the waters around Rockall, a tiny Atlantic islet. London has yet to accede to Unclos but says it intends to do so.

Perhaps the most explosive maritime dispute in Europe pits Greece against Turkey. The Ankara government has said it will go to war - and it has secured explicit authorisation from

parliament to do so - if Greece uses the Law of the Sea to extend its territorial waters from six miles to 12.

Athens has said it has no concrete plans to take this step but it reserves the legal right to do so.

Greek officials allege that recent Turkish moves to question the status of tiny Aegean islands - whose ownership had never aroused much interest in the past - are part of an effort to acquire bargaining chips in the bigger dispute about territorial waters.

Turkey has rejected the Law of the Sea as an instrument for settling disputes in the Aegean, and it has complained that a 10-mile limit for Greece would turn the sea into a "Greek lake".

So far, Ankara has rejected Greece's suggestion that seabed mining rights - and possibly other issues where Turkey claims the existence of a dispute - should be referred to legal arbitration. But there is one European country for which the establishment of the Hamburg tribunal is unequivocally welcome.

Its location in a \$100m building in a historic German port is a diplomatic coup for the Bonn government, as it presses the case for a permanent seat on the UN Security Council and a louder voice in world affairs.

## INTERNATIONAL NEWS DIGEST

### Barzani may turn to Saddam

Mr Massoud Barzani, leader of the Kurdistan Democratic party, threatened yesterday to draw Iraq into the inter-Kurdish fighting. Repeating accusations that Iran has helped the rival Patriotic Union of Kurdistan (PUK) regain more than half the territory lost to the KDP last month, Mr Barzani told a news conference in Salahuddin: "America and the west are not respecting their commitments to protect us against the Iranian invasion. Why not ask for Baghdad's help?"

Iraq sent troops to assist Mr Barzani recapture the Kurdish city of Arbil last month from the PUK. Mr Barzani's troops then moved to take over virtually all of the Kurdish enclave. The PUK offensive to regain lost ground this week has raised concern of renewed Iraqi intervention and led the US to pursue an active search for a ceasefire.

Although Iraqi troops were reported to be moving north from Baghdad, there was no indication they would engage in the fighting, Iraqi dissidents said yesterday. Iraqi President Saddam Hussein would be under pressure to intervene if Arbil seemed likely to fall into the hands of the PUK.

### Israel market reform boosted

Attempts by Israel's finance ministry to push through long-awaited capital market reforms received a boost yesterday after the Bank of Israel said it would support the entire package but still insisted the government introduce deeper cuts in public spending. Mr Jacob Frankel, the bank's governor, said the package of reforms drawn up by Mr David Brodet, director general at the finance ministry, represented a big step towards reviving the capital markets, adding that, if only part of the package was accepted, the reforms would be half-baked.

The central bank withheld its full support earlier this week, saying the ministry's planned tax on short-term savings would not lead investors back to long-term savings but would fuel inflation.

*Judy Dempsey, Jerusalem*

### Mideast private capital need

Private capital will have to come to the aid of the public sector to upgrade poor infrastructure in the Middle East and North Africa if forecasts of rapid growth are to materialise. These are the conclusions of a conference in Istanbul that ended yesterday. Participants on private/public partnerships in infrastructure estimate that to achieve high growth annual investment of \$16bn over the next 10-15 years will be required.

The conference, co-sponsored by the European Commission and the World Bank, was attended by regional ministers and international fund managers who agreed that a minimum of \$3bn in private capital a year as well as increased competition for providing infrastructure was vital for the region's economies.

*Alexandra Capella, London*

# Contest for Security Council seats hot up

By Michael Littlejohns at the United Nations in New York

United Nations members are due to vote on Monday on filling vacancies in the Security Council. In one of the fiercest contests in several years

Only one of the five seats that will change occupants on January 1, each for a two-year term, is uncontested. Kenya Africa's unanimous choice to succeed Botswana, South Africa having decided to continue its low-key approach to UN politics that

otherwise might have made it a formidable contender.

There is no such unity, however, among the Europeans and Asians and the Latin Americans also have failed to agree on a single nominee, with Costa Rica and Bolivia fighting for the seat held by Honduras.

But Portugal, which has been trying to reassert itself internationally, to is a main focus of suspicions of skulduggery in the race for two seats allocated to the Western European and Others group - the "Others" being

countries such as Australia, New Zealand and Canada with strong ties to the old world. Australia and Sweden are the other candidates.

Last night, after another hectic day of electioneering by their ambassadors, the race was considered "too close to call". The winners of powerful UN prestige, will replace Germany and Italy in the 15 nation council.

UN members in arrears by the equivalent of two years' dues - less than \$220,000 for the smallest states - lose voting rights. Thus, diplo-

mats believe it may be no coincidence that the former Portuguese colony of Sao Tome and Principe was able to find funds this week to safeguard its ballot. Most believe this will be in Lisbon's favour. Similarly, impoverished Chad also came up, barely in time, with the wherewithal.

Mr Peter Oswald, Sweden's delegate, and Australia's Mr Richard Butler, are apparently resting their respective cases on national merits. Sweden has long been a strong sympathiser with the

Third World and Australia gained valuable kudos with its successful initiative to rescue the comprehensive nuclear test ban treaty.

India, whose opposition to this pact created a crisis, is fighting Japan for the seat to be relinquished by Indonesia. A stream of UN delegates spent the summer on all-expenses-paid "goodwill" visits to Tokyo, Hiroshima and Kyoto - for a form of electioneering beyond India's capacity but one that the Japanese have used to their advantage before.

However, the contenders are all aware that in a secret ballot promises of support are not always honoured.

A two thirds majority of members "present and voting" - meaning that abstentions and absentees are not counted - is required for election. While the current battle is the most bitter in recent memory, and allegations of vote-buying are a relatively new phenomenon, one vacancy several years ago was filled only after 50 rounds of balloting over several weeks.

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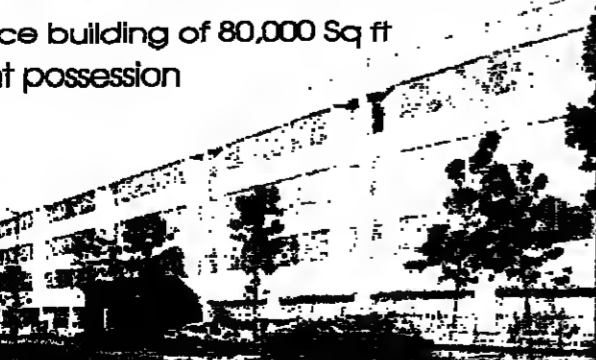
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a) The outer envelope should bear the mention "DO NOT OPEN" - International tender for the sale of Hotel REGENCY - Monastir, and should be addressed to:  
Mr. le Président Directeur Général de la Compagnie Touristique Arabe  
12, rue de Hollande - 1000 TUNIS - TUNISIA

b) The inner envelope should be sealed and should contain the documents relevant to the international tender mentioned in the specifications.

The final date for the receipt for the tenders has been set for January the 20th 1997.  
(The seal for the C.T.A. Bureau d'Ordre or the Post Office seal is proof of date).

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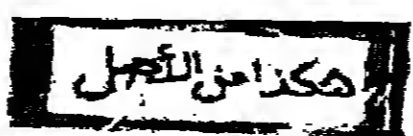
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Friday, October 18 at 11:00 pm (French time)

New numbering plan in France



How to call numbers in France from another country.

On October 18, 1996 at 11:00 pm French time (9:00 pm UTC), France will switch to a new telephone numbering plan.

These changes anticipate for the ever increasing volume of telecommunications traffic in France (new services, fax, mobile phones, etc.). This new plan provides a reserve of numbers for several decades to come and marks a further step towards harmonization with European directives and international recommendations.

This New Numbering Plan applies to all numbers you call in France. To call a number in France from another country, simply dial the country code 33, followed by a 9-digit number.

Remember...!

Don't forget to update your personal directories. If necessary, plan for the updates of all French numbers (including speed dialing) stored in your equipment: telephones, fax machines, modems, etc.

9 digits to call all numbers.

To call Paris and the Paris region.

There are no changes. You will continue to dial the 9-digit number which begins with 1. For example: + 33 1 .....

To call the "provinces" (other regions).

Depending on the location, dial 2, 3, 4 or 5 in front of the current number, which remains the same.

The digits to be added are shown on the area code map and in the area code table. For example: + 33 20 ..... becomes + 33 3 20 .....



Table with 3 columns: 'To the current number beginning with', 'Add:', and 'To the current number beginning with'. It lists various area codes and their corresponding digits to be added.

To call mobile numbers and special services.

To call a mobile phone, dial 6 before the current 8-digit number. To call special services (videotex, audiotex), dial 8 before the existing 8-digit numbers, which remain the same.

Table with 2 columns: 'To the current number beginning with' and 'Add:'. It lists specific numbers like 01, 02, 03, 06 and their corresponding add-on digits like 6, 8.

To call French overseas "départements" and territories (DOM - TOM).

There are no changes. You dial the 3-digit access code, followed by the 6-digit subscriber number. For example: + 590 ..... for a number in Guadeloupe.

How to phone when you are in France. For all calls within France, dial 0 before the 9-digit number. The domestic long distance access code, 16, will no longer be used. To call another country from France, dial 00 (instead of 19).



Last valid at March 31, 1995

in re. re re as en az ne art si- le nd or 00s a off ng es he an in lid ner ng As ul- th- ks. of cal vn sts ri- de ias a nd ars a ck ld- ng uly in se ure .50 of 2e, 94, uly er- bre rn ou un nk is 100 as bi- ed 1S S lar ou sal sts for he int nd of et. nd or- ed s, an- set old to is- tic nd ar- rite m, as, vel ve tin ar.

NEWS: UK

# Brussels threatens action over employment law

By Robert Taylor, Employment Editor

The UK government is set on a collision course with the European Commission over its alleged failure to carry out in full a European Court of Justice judgment that requires worker representatives to be consulted by their employers over collective redundancies and business acquisitions. The commission has protested that the government's consulta-

tion regulations that came into force a year ago fail to meet all the legal requirements laid out in EU directives and in a judgment by the European Court. The UK was first challenged over this issue by the commission in 1991 when Brussels took out infringement proceedings. The resulting European Court judgment - made in June 1994 - upheld the commission's complaint against the UK. In an unprecedented move the

commission is questioning whether the UK has carried out the legal obligations required by the court in its judgment. Serious financial penalties could be inflicted on the UK if it is found that its regulations are found to be in contempt of the court verdict. Officials in Brussels last night stressed that the matter was serious but the matter was still at an early stage. The commission's main complaints concern two

issues. First, Brussels questions whether the UK rules reflect the European Court judgment over procedures for designating employee representatives. Second, it questions the effectiveness of sanctions under UK law if an employer fails to inform or consult the employees' representatives. Under the UK regulations that came into force this March employers are required to consult with elected employee representa-

tives about collective redundancies and business transfers even where there are no recognised trade unions. The consultation is required only where 20 or more employees are made redundant at one establishment within a period of 90 days or less. The UK government has estimated that this would remove any previous legal obligation to consult through representatives in 96 per cent of cases with a saving of

£85m (£132.60m) a year to employers. Under the new regulations employers must consult "in good time" with "appropriate representatives" of the employees to be made redundant. These may be employee or trade union representatives but the employer can choose who to consult. Moreover the representatives may be elected simply for the specific purpose of being consulted in an ad hoc temporary arrangement.

## Rover announces 3.5% pay settlement

By Richard Wolfe and Robert Taylor

Rover, the UK carmaker owned by BMW of Germany yesterday announced it has agreed a 3.5 per cent pay deal with trade unions representing most of its shopfloor workers.

The pay deal is the first to be handled by Mr Waite Hasselkus, Rover's new chief executive and a BMW board member. It represents a significant reduction from the unions' initial demands of a 7 per cent rise to reflect recent improvements in productivity.

The one-year deal includes a £100 (£168) bonus for each Rover worker to be paid next May, in addition to the percentage pay rise which comes into force from the start of next month.

Other parts of the pay package include improved holidays for long-serving employees, increases in profit-related bonuses, and longer leave following family bereavement.

After four days of talks between Rover managers and trade unions leaders representing some 40,000 workers, Rover said the pay deal had been recommended for acceptance by the union negotiators. Union members will now take part in a ballot over whether to accept or reject the negotiated offer.

Rover said: "This is a fair and reasonable deal which recognises the contribution made by Rover's people to the business need of supporting the worldwide growth of the company."

Earlier this week the TGWU general union said it was recommending a two-year deal negotiated at Ford's Jaguar subsidiary that would ensure a pay rise of 4.25 per cent this year for all employees followed by 3.5 per cent or 0.5 per cent in front of the inflation rate next November.

## Central bank reaffirms strong line on inflation

By Graham Bowley and Gillian Teet

The Bank of England, the UK central bank, yesterday warned that it was not prepared to give up its fight to keep inflation low. The move will be seen as a warning to the government in the run up to the next election.

Professor Marvyn King, chief economist of the Bank of England, publicly reaffirmed the Bank's commitment to price stability.

He strongly rehashed recently fashionable academic theories suggesting low inflation should be sacrificed for economic growth.

The "objections to price stability do not outweigh the advantages of a stable monetary standard," he said at the annual lecture for the Economic and Social Research Council in London. "Price stability is a timeless virtue," he added.

His comments will be seen as a warning to Mr Kenneth Clarke, the chancellor of the exchequer, who economists

### Public spending cuts 'marginal'

Public spending next year will be reduced only marginally from levels earmarked a year ago, in a rebuff to rightwing members of the governing Conservative party pressing for cuts to fund a pre-election tax giveaway.

Discussion today by Mr Kenneth Clarke, chancellor of the exchequer, with Treasury ministers and senior officials will make plain that one penny is probably the most that will be cut from the basic rate of income tax in November's Budget.

Mr Kenneth Clarke's concern about high public bor-

rowing levels - and his conviction that only modest spending reductions are possible - means that he remains uncertain whether any net tax cuts can be afforded.

"Most ministers do not take him seriously when he says it may not be possible to cut taxes," said a senior cabinet minister. "But he is in deadly earnest."

Mr Clarke repeated his anxiety about the decline in tax revenues and the detrimental effect on borrowing at a cabinet meeting yesterday, held to discuss the economic climate for the budget.

Mr Kenneth Clarke's concern about high public bor-

rowing levels - and his conviction that only modest spending reductions are possible - means that he remains uncertain whether any net tax cuts can be afforded.

Mr Clarke repeated his anxiety about the decline in tax revenues and the detrimental effect on borrowing at a cabinet meeting yesterday, held to discuss the economic climate for the budget.



Prof King: price stability is a timeless virtue

## Investors in Scandex funds 'lost \$1.6m'

By Clay Harris in London

Investors in foreign exchange trading schemes run by Scandex Capital Management, a Copenhagen-based company, have lost more than £1m (\$1.6m) of the £2.2m they put in, the High Court was told yesterday.

Scandex and Mr Jeremy Bartholomew-White, its managing director, were ordered by Mr Justice Chadwick to transfer to Britain by noon today all funds and investments owned by UK investors. Some are held in accounts in Denmark and Switzerland, according to the company's affidavit.

Such a repatriation order is unusual, according to the Securities and Investments Board, which is aiming not only to stop Scandex from doing investment business in the UK but also to have the company wound up in Britain rather than in Denmark.

The judge also ordered Scandex and Mr Bartholomew-White to give further information about the assets held for UK investors after counsel for the SIB said: "Manifestly there has not been full disclosure." The judge said: "A company which says 'we only accept funds in segregated

accounts' might be expected to know where they are."

Mr Philip Heslop, for the SIB, said the figures disclosed for currency losses, in accounts denominated in sterling, US dollars and Swedish kronor, left a balance of investors' funds equal to about £255,000.

Yet Scandex's disclosures showed funds on hand of only £160,000 to £185,000. The loss also did not include any shortfall on equities sold to investors.

Mr Heslop said: "A number of investors have rung up companies and asked about their shares, only to be told 'what shares?' and discovered shares had not been registered." Scandex had told one investor that shares were held in a nominee account in a Swiss bank.

Mr Heslop said Mr Bartholomew-White had "manifestly broken" an undertaking given to the SIB on July 9 not to do any more investment business in the UK.

The SIB is seeking an undertaking from Scandex that it will apply to wind itself up and ask for appointment of a provisional liquidator. It cannot take the action itself, because Scandex was never an authorised investment business.

## UBS in battle over dividend

Financial Times Reporters

Former senior executives and managers of Forté, the hotels group taken over by Granada in January, are resisting a demand from UBS, Forté's broker, that they repay profits from share options made from the takeover.

Up to 60 former Forté executives are refusing to repay a special dividend which UBS says it is owed from selling the executives' options after the takeover. A recently formed Forté action group states in a circular that there has been "a cock-up" and that UBS has "clearly made a mistake".

Some of the former Forté executives have told UBS they are unable to repay the special dividend because they have already spent it, including to pay off house mortgages.

However, UBS yesterday strongly defended its role in the sale of the executives' options and payment of the special dividend, which it said was in line with standard trading practices. "We would never have had any reason to doubt that we

would be paid," it said. "These are sophisticated people and it was clear in the [takeover] offer documents that they had to repay the special dividend."

UBS also said: "They sold the stock with all rights in a straightforward transaction, and there is no legal doubt that that includes the rights to the special dividend."

The dispute centres on the 47p special dividend offered by Granada to all Forté shareholders, including Forté executives holding Forté share options. The special dividend was widely seen as an important inducement to help it clinch the £2.9bn takeover of Forté.

After the takeover in January, up to 120 of Forté's senior executives exercised and sold their options through UBS. They were paid the special dividend in May but UBS says they should repay it because the individuals and institutions which bought the Forté shares were entitled to it.

UBS said it has been repaid by a majority of the executives main board and that it is now owed less than £1m.

## Gas pipe route 'will hit prices'

By Robert Corzine and Jenny Luebery

TransCo, British Gas's pipeline monopoly, yesterday warned that pipeline fees could rise or fall by 10 per cent depending on where gas from four new fields in the central North Sea comes ashore.

It said a UK government decision on the issue would affect gas prices and influence the overall cost of energy.

High-pressure pipeline fees could be cut by up to 10 per cent if gas from the Elgin, Franklin, Shearwater and Fushia fields lands on Teesside, north-east England.

But the fees, which make up about 40 per cent of an average consumer's bill, could rise by 10 per cent if the government approves a scheme put forward by Elf Aquitaine and Shell UK, the developers of the fields. They want to build an

undersea line direct to Bacton on the east coast of England, from where the gas would be exported to mainland Europe via the interconnector, a pipeline that is being built to Zeebrugge in Belgium.

A meeting on the issue is due to be held at the Department of Trade and Industry in London today.

Last week chemical producers in Teesside, designated by the government as the national centre for chemical investment, said that their position would be undermined if the gas came ashore elsewhere.

But TransCo said the developers' option would have serious consequences for its plan to build a "high pressure gas superhighway" along the east coast.

The large amounts of gas from the four fields would underpin investment along the "gas superhighway" from Scotland to Bacton.

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NEWS: UK

Curbs following schoolroom massacre 'will devastate business'

Gun industry attacks ban

By Richard Wolfe in Birmingham
The UK gun industry yesterday demanded urgent compensation for what it described as the "devastating" business impact of the government's proposals to curb handguns.

with the likelihood of the destruction of the majority of our handgun business. Our immediate and on-going concern is how we are going to get adequate compensation for the enormous losses we are going to suffer as a result of this legislation.

Gun Trade Association, said: "There has to be compensation for the industry because you cannot suddenly destroy a sport and not give something to those who have invested in it. Otherwise companies may try to sue the government for their losses.

Mr Gary Clark, the owner of Frogun Services in Birmingham's historic gun quarter, produces and repairs specialist pistols for competition target shooting. "We have been in the trade for four generations but I have been put out of business overnight without compensation. This will bring severe financial problems for me and my family," he said.

Firm is fined for failure in supervision

By George Graham, Banking Correspondent
Pilling & Co, a stockbroking firm based in Manchester, north-west England, is to close its London branch after being fined by the Securities and Futures Authority, the City of London financial markets regulator, for failings in its internal controls.

"His trading on behalf of customers amounted to recklessness," the SFA said. The SFA yesterday reprimanded and fined MeesPiersen ICS, a futures clearing affiliate of the Dutch investment bank Mees Piersen, and one of its futures traders for unauthorised management of client accounts.

UK NEWS DIGEST Jersey to share City mediation

Jersey's financial authority wants the island to become the first offshore centre to sponsor the City Disputes Panel. Jersey is the largest of the Channel Islands between England and France and makes its own tax laws independently of the British parliament.

Germany leads EU recycling rate

The UK lags behind the rest of Europe in recycling steel cans, according to figures released yesterday by the Association of European Producers for Packaging Steel. Across the European Union, the proportion of cans recycled from waste into steel has risen sharply from 18 per cent in 1986 to a forecast 45 per cent this year.

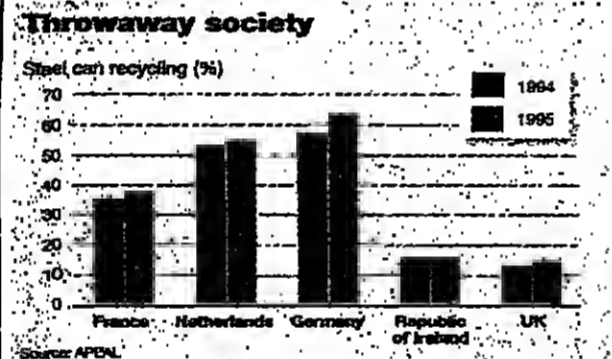


plate operation said the main reason for the low UK recycling rate was that most household waste in Britain was deposited in holes in the ground. In mainland Europe waste was more commonly dumped at treatment centres where steel items were extracted magnetically from other rubbish.

MACHINE TOOLS Traub offshoot 'trading normally'

The UK subsidiary of Traub, the heavily indebted German machine tool maker which this week went into temporary administration, said yesterday it was trading normally and saw no problems in meeting orders for new machines and spare parts.

FILM INDUSTRY Production franchises offered

The Arts Council, which allocates state funds to projects, will next week announce details of a plan to establish a number of film production franchises, financed by National Lottery proceeds. Companies will be invited to bid for the right to operate some of the franchises.

US peace-broker praises Adams

PA News Reporter in Dublin
Mr. Bill Flynn, the US businessman who chairs the National Committee on American Foreign Policy, yesterday criticised the Irish Republican Army for ending its ceasefire but gave Mr Gerry Adams a strong personal endorsement.

controversial meeting in 1994 in New York of leaders of Northern Ireland parties including Mr Adams, after a long ban on his entering the US was lifted. "To see what has happened since that meeting is very, very discouraging," said Mr Flynn.

Rolling contract gathers \$4.7m

Judge took sacked executive's age into account in deciding payout

The £3m (\$4.7m) compensation awarded to Mr John Clark, the former BET chief executive sacked following the Rentokil takeover, has fuelled the debate over corporate governance.

However, the High Court judge, Mr Justice Timoth Walker, found in his favour on several points. These included: Basic salary. Mr Clark was entitled to three years' salary of £490,000.

not seriously sought work after his dismissal. Mr Clark had taken adequate steps to find a position. His file of application letters was not a "sham" intended only to persuade the court, the judge said.

Afterwards, Mr Clark's solicitor, Mr Geoff Tyler of Biddle and Co, said the ruling emphasised the importance of an executive having the terms of his contract properly set out.

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Millennium America Inc. ("Millennium America") is offering (the "Offer"), on behalf of itself and as agent for Hanson (Bermuda) Limited ("HBL"), an indirect wholly owned subsidiary of Hanson PLC ("Hanson"), to purchase for cash at the Repurchase Price, upon the terms and subject to the conditions set forth in the Notice of Change-in-Control and Offer to Purchase, dated October 18, 1996 (the "Offer to Purchase") and in the accompanying Letters of Transmittal, any and all of the outstanding 2.39% Senior Exchangeable Discount Notes Due 2001 of Millennium America (the "Notes"), including the ADS Rights (the "ADS Rights") appurtenant thereto issued by HBL to acquire from HBL American Depositary Shares ("ADSs") each representing five ordinary shares of 25p each ("Ordinary Shares") in the capital of Hanson.

SUBJECT TO THE TERMS AND CONDITIONS SET FORTH IN THE OFFER TO PURCHASE, THE OFFER AND WITHDRAWAL RIGHTS WILL EXPIRE AT 5:00 P.M., NEW YORK CITY TIME, ON DECEMBER 17, 1996, AND MAY NOT BE EXTENDED UNLESS REQUIRED BY APPLICABLE LAW (SUCH TIME AND DATE OR THE LATEST EXTENSION THEREOF, IF EXTENDED, THE "EXPIRATION DATE"). NOTES TENDERED IN THE OFFER MAY BE WITHDRAWN AT ANY TIME PRIOR TO THE EXPIRATION DATE.

As of October 17, 1996, there was US\$1,255,115,000 aggregate principal amount due at the stated maturity of Notes outstanding, with an accreted value of US\$1,083,125,412. Each ADS Right is currently exercisable at an ADS Ratio of 55.712 ADSs per US\$1,000 principal amount due at the stated maturity of Notes, which gives effect to adjustments for the Chemicals Demerger and the Tobacco Demerger.

Tenders of Notes may be withdrawn at any time prior to the Expiration Date. In the event of a termination of the Offer, the Notes tendered pursuant to the Offer will be returned to the Tendering Holders promptly. Upon the terms and subject to the conditions of the Offer (including, if the Offer is extended or amended, the terms and conditions of any such extension or amendment) and applicable law, Millennium America, on behalf of itself and as agent for HBL, will purchase, by accepting for payment, and will pay for all Notes validly tendered (and not properly withdrawn) pursuant to the Offer, promptly after the Expiration Date, such payment to be made by the deposit of immediately available funds by Millennium America with The Bank of New York, as Depositary, which will act as agent for Tendering Holders for the purpose of receiving payment from Millennium America and transmitting such payment to Tendering Holders.

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October 18, 1996

Millennium America Inc. (formerly Hanson America Inc.)

2.39% Senior Exchangeable Discount Notes Due 2001 of Millennium America Inc. (including the ADS Rights appurtenant thereto issued by Hanson (Bermuda) Limited to acquire American Depositary Shares representing Ordinary Shares of Hanson PLC)

Reference is made to the Indenture, dated as of March 1, 1994, by and among Millennium America Inc. ("Millennium America"), formerly Hanson America Inc., Millennium Chemicals Inc. ("Millennium") and The Bank of New York, as Trustee, relating to the 2.39% Senior Exchangeable Discount Notes Due 2001 (the "Notes"), as amended by the First Supplemental Indenture, dated as of May 16, 1994, the Second Supplemental Indenture, dated as of September 18, 1996 and the Third Supplemental Indenture, dated as of October 1, 1996 (as amended, the "Indenture").

Effective as of October 1, 1996, Millennium has guaranteed the obligations of Millennium America under the Indenture. Notice is hereby given to Holders of the Notes that, as a result of the payment of a dividend of Common Stock of Millennium and Ordinary Shares of Imperial Tobacco Group PLC to holders of Ordinary Shares of Hanson PLC ("Hanson") and holders of Hanson American Depositary Shares ("ADSs"), the ADS Ratio (as defined in the Indenture) applicable to the Notes is now 55.712 Hanson ADSs per US\$1,000 principal amount due at the stated maturity of the Notes. The adjusted ADS Ratio became effective October 2, 1996. The ADS Ratio was previously 33.741 Hanson ADSs per US\$1,000 principal amount due at the stated maturity of the Notes.

October 18, 1996

John Mason



ARTS

A desperate game of musical chairs

Scotland's arts companies must merge their orchestral schedules to survive, reports Andrew Clark

The crunch has come for Scotland's national arts companies. After years of chronic insecurity, mounting deficits and failed mergers, they have barely eight weeks to integrate their orchestral schedules. If they succeed, they can expect enough extra cash from the Scottish Office to guarantee their long-term stability and independence. If they fail, or the negotiations drag on inconclusively, one or more may face extinction.

If the five companies are to plan coherently for next season, they must hammer out their combined schedules by Christmas. There are huge hurdles to overcome. At present Scottish Opera and Scottish Ballet both have orchestras of about 50 musicians - the opera on full-time contracts, the ballet comprising a loyal freelance group. Both companies draw on an additional freelance pool of 20. If, as seems likely, a merged orchestra is limited to 70 full-time posts, around 50 musicians would be made redundant.

will lose its best players if it is idle. By contrast, the Glasgow-based BBCSO has taken on a new lease of life since its abortive merger with the Scottish Opera Orchestra. It may lack the international reputation of the BBC's other regional orchestras, and it is still circumscribed by BBC bureaucracy - with most of its output confined to Radio 3, for example, instead of making its presence felt on Scottish television and radio. But it is giving concerts from Wick to Dumfries, and has won plaudits for its innovative repertoire.

Obituary Berthold Goldschmidt

For Berthold Goldschmidt, the German-born, British-naturalised composer who has died at the age of 98, the best came last. In the final 10 years of a life which included more than his fair share of struggle, Goldschmidt received the international recognition - and the euphoric acclaim of his native country - that had eluded him for so long.

Theatre Slick study in noir

On the one hand, Mojo - the first play by 27-year-old Jez Butterworth - is as accomplished a first play as I can remember seeing. It was a sell-out hit when new at the Royal Court in Sloane Square last year, and now that the Royal Court has pitched camp in two West End theatres, it is Mojo that has opened its new régime in St Martin's Lane at the Duke of York's Theatre.



Impressive: Paul Reynolds as Baby in Jez Butterworth's 'Mojo' Alastair Muir

There is nothing wrong with imitating Pinter or Tarantino. But the effects of Mojo are manipulative. This is most apparent with the rapid ping-pong stichomythia between Sweet and Potts - virtuosically written riffs of part-nonsense for these alarming, weak, silly, pushy hoolies. Their note of rising hysteria (especially in Sweet's) between all the busy bluster feels all too calculated. But even the play's homoerotic atmosphere -

which gradually daubs all six characters (all male); which suggests crushes, liaisons, abuse, catamites; and which is Butterworth's most original feat - feels also like a modish ploy. Ian Rickson directs, as he did in 1995. Possibly the excessive styliness of Mojo is emphasised by the new cast. Certainly everything is highly accomplished; Neil Stuke's Potts and Paul Reynolds's Baby are especially impressive. It is fair to observe that

Butterworth already knows more about playwrighting than most playwrights ever learn. Anyone who sees Mojo should look forward with impatience not only to his next play but to the one after that, too. And yet I cannot help hoping that they will be more ambiguous, less brilliant.

Alastair Macaulay

At the Duke of York's to November 9.

London concerts/David Murray North by north-east

The distinguished Finnish baritone Jorma Hynninen returned to the Wigmore Hall on Tuesday, singing an all-Sibelius programme. He drew an all-but-full house, of which a large part was Scandinavian. His only operatic appearances in London have been in Finnish operas, Sallinen's The Red Line at Sadler's Wells and The King Goes Forth to France at Covent Garden; since neither the Royal Opera nor the ENO has engaged him for other work - unlike La Scala, the Met, Vienna and the Bolshoi - he is not a household name here.

ered with scrupulous feeling. His accompanist Ilkka Paananen was a close, faithful partner, if sometimes over-heavy for the size of the hall. The next night we had the Guarneri Trio Prague (named after their cellist's cello, apparently), opening their survey of all Beethoven's piano trios. There is more unfamiliar Beethoven for this medium than you might suppose: it was delightful to discover, for example, the graceful single movement in B-flat that he wrote for a 10-year-old pianist, the daughter of friends, in 1812 - his last completed work for piano trio.

Prudential winners announced

Five arts companies were each £50,000 richer last night after the announcement of the Prudential Award for the Arts, the most generous arts prize in the UK. The winners were: for dance, the Shobhan Davies Dance Company; for music, Society for the Promotion of New Music; for opera, Welsh National Opera; for theatre, joint winners LIFT and Nottingham Playhouse; for the visual arts, Bookworks. As well

as the money, which must be spent on commissioning a new work, the winners received an art work from the late Helen Chadwick. This is the first time the Prudential Award has been shared equally between the five category winners. In the past one company walked away with £100,000. The two runners up in each category get £5,000 each, making £300,000 all told in new sponsorship money for new arts.

In the 1980s, however, the musical world began to re-examine Germany's "lost" interwar era. At the 1987 Berlin festival, Simon Rattle conducted the German premiere of Goldschmidt's Ciacoma Sinfonica. A year later, Beatrice Cenci received a concert performance in London. Goldschmidt started composing again, and his music was featured on Decca's Entartete Musik label. The Goldschmidt revival reached its climax at the 1994 Berlin festival, with three performances of both operas, all three concertos and other works - at each of which the nonagenarian composer was regaled with full houses and standing ovations. Interest in his music developed elsewhere, and Goldschmidt - philosophical and mentally alert to the end - travelled extensively to hear it. Although his music enjoyed limited success in Britain, he made a substantial contribution as a conductor, a task for which he had trained as a répétiteur in Berlin (he played cello in the premiere of Wozzeck in 1926) and junior Kapellmeister in Darmstadt. He also played a significant role in the growing British appreciation of Mahler, giving pioneering performances of the Third and Sixth Symphonies, and conducting the premiere of Deryck Cooke's edition of the Tenth at the 1964 Proms.

INTERNATIONAL ARTS GUIDE

- AMSTERDAM CONCERT Concertgebouw Tel: 31-20-6718345 ● Koninklijk Filharmonisch Orkest van Vlaanderen: with conductor Grant Llewellyn and pianist Frank Brant perform works by Bizet and Rachmaninov; 11am; Oct 20

- Musée des Beaux-Arts Tel: 33-37 36 41 39 ● Chefs d'Oeuvre de la Peinture Italienne: part of a joint project of the Musée des Beaux-Arts in Blois, Chartres, Orléans and Tours, this exhibition shows works by 18th century Italian painters from the collections of the four museums. At the same time exhibitions are held at the other museums, focusing on Italian painting in the 14th and 15th century (Tours), the 16th century (Blois) and the 17th century (Orléans); from Oct 20 to Jan 13

- Theater der Stadt Duisburg Tel: 49-213-30090 ● Rigoletto: by Verdi. Conducted by Ira Levin, performed by the Deutsche Oper am Rhein. Soloists include Mikal Dean and Ingrid Kertes; 7.30pm; Oct 21

- DANCE Peacock Theatre Tel: 44-171-314-8800 ● Fexumes de Tango: this show choreographed by Miguel Angel Zotto and Milena Plebs and performed by the tango company Tango por Dos opens the newly refurbished Peacock Theatre (formerly the Royalty Theatre), Sadler's Wells' temporary home; 8pm, Sat, Wed 30 Oct also 3pm; to Nov 2

- Carnegie Hall Tel: 1-212-247-7800 ● Empire Brass: with trumpeters Rolf Smedvig and Mark Inouye, French horn-player Luiz Garcia, trombonist Darren Accosta, tuba-player Kenneth Arnis and drummer Kurt Wortman perform works by Susato, Byrd, Weck and Tchaikovsky; 8pm; Oct 19

- STUTTGART EXHIBITION Staatsgalerie Stuttgart Tel: 49-711-2124050 ● Das Verlorene Paradies: this exhibition focuses on the work of the German painter Johann Heinrich Füssli and the influence of John Milton's book "Paradise Lost", which was a main source of inspiration for Füssli throughout his career; from Oct 19 to Jan 19

- WORLD SERVICE BBC for Europe can be received in western Europe on medium wave 648 kHz (463m)

COMMENT & ANALYSIS

Philip Stephens

One man's vanity

Sir James Goldsmith's Referendum party is a harmless indulgence doomed to failure within six months



We must not get cross with Sir James Goldsmith. The rational reaction to his foray into British politics is one of indulgence. Like many millionaires, Sir James is bored with being wealthy. He craves the limelight. He is a man with a mission. British democracy should have no fear of such characters. He can do it no harm. I should own up here. When Sir James first appeared on the scene with his Referendum party, I took a different view. For a while I shared the starchy Establishment indignation at the idea that politics was becoming a billionaires' playground. The British are amateurs in these matters. I also thought it a bit rich that someone whose principal residence was a Mexican hacienda should take it upon himself to save Britain from Brussels. I recall saying Sir James was a nationalist in frantic search of a nation. That was unkind. I made two mistakes. First, I considered that anyone who had made as much money as Sir James must be a character of the coldest calculation. As we have seen more of him these past few months it has become obvious that here instead is a man of unbridled emotion, an incurable romantic. He knows that even if he were to double the £20m he plans to spend on his party's general election campaign he would still be humiliated. But he doesn't care. It is the cause that counts. He is a man of causes. Lost ones. There are those who remember his reaction when Harold Wilson scraped back to power as prime minister in the inconclusive February 1974 election. Sir James seemed convinced that Labour's return to government was a prelude to a communist takeover. He said so to Sir Edward Heath, the leader of the Conservative opposition. And he had a solution. If only Sir Edward would

combine his determination to make Britain's future in Europe (then a wholly laudable capitalists' club) with a pledge to change the British voting system. Sir James would bankroll the Conservatives. Labour would be denied a majority in parliament and the communist threat repulsed. Inexplicably, Sir Edward never took up the offer. Still more curiously, Sir James received his knighthood two years later in the somewhat controversial honours list submitted by Wilson on his resignation as prime minister. Less charitable commentators have also highlighted the prospectus offered in French-language edition of his best-selling book *The Trap*. In this - the first edition, published a few years back, he calls for a "strong Europe" with central powers over diplomacy and defence. Trade barriers against the so-called predators of north America and the developing world should be buttressed by a European central bank and a powerful legislative senate.

Sir James is still a protectionist, but the rest has been excised from the English-language edition of the book. I am nit-picking. We all change our minds - even those conventional politicians colourfully characterised by Sir James as "the most despicable human species I have come across". My second mistake, though, was to be influenced by the panic which gripped John Major's party earlier this year. When Tory MPs began taking out their pocket calculators to check their majorities and John Redwood paid homage to Sir James at London's Dorchester Hotel, it seemed something serious was afoot. Perhaps he would devote the Conservatives of a dozen or so crucial seats in the election and thereby hand the keys of 10 Downing Street to Tony Blair. But it is clear that the Referendum party is an entirely ephemeral phenomenon. Its profile among the media and political classes is in inverse relationship with its impact on the nation's doorsteps. Step a mile or two beyond Westminster and the pollsters find it impossible to detect. It will stay that way from now until election day. The Brits will happily take the money (the party's advertising splurges are a boon for the newspaper industry) but will give nothing in return. Sir James will go down in style, albeit the faded variety. The representatives at his inaugural Brighton conference tomorrow come from the guest list of one of those rather louché Belgravia parties during the heyday of Thatcherism: Sir Alan Walters, Lord MacAlpine, Peter de Savary, John Aspinall, Edward Fox even Carla Powell, society hostess and spouse of Sir Charles. The Referendum party's great weakness, though, is that it dare not speak its manifesto. Few who have read the party's advertisements can doubt the aim is withdrawal from the European Union. Anyone who claims, perhaps even believes, that Britain's laws are made by 20 unelected commissioners could hardly want it to happen.

If someone had not whispered in my ear a while back that actually it is the Commission's task to propose and that of the Council of Ministers to dispose, I might have been among the first to join the crusade. Sir James's emotions seem to blind him to such detail. He tells us that each of his pronouncements is rigorously checked for accuracy by his lawyers. I do not know whether these lawyers have ever been to Brussels, but my advice is that Sir James should be careful before he pays their bills. He will not offer the electorate a straight yes-or-no question on membership of the EU. Instead the voters must decide between four propositions. Britain could stay in the EU as it is. It could return to the position before the Maastricht treaty. It could opt for no more than Europe's free-trade dimension. Or it could indeed leave altogether. The first three questions, though, are there only to provide camouflage for the fourth. There is no serious possibility that Britain's partners would allow it either to fast-freeze the structures of the EU or to turn back the clock. Sir James, being an intelligent man, knows it. He must know also his venture is doomed. There may be little appetite for further European integration. In this, Britain is not alone. The mood in other European countries runs behind the ambitions of the political elites. That is why the single currency project is such a risk. But the British are not romantics. They cannot afford to be. They make hard-nosed calculations about their prosperity. Presented with the real choice they would vote overwhelmingly to stay in. In six months Sir James will be gone, no doubt in search of another cause. So meanwhile let's be nice to him.

The Referendum party's profile among the chattering classes is in inverse relationship with its impact on the nation's doorsteps

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL  
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Value measure should be used with caution

**From Mr Nick Anfill**  
Sir, Enormous interest has been generated by the Economic Value Added approach to company management and share price valuation, propounded by Stern Stewart & Co ("How EVA measures up", October 7, and Letters, October 14). There are considerable difficulties in applying it, which suggest that it should be used with some caution. The EVA methodology is a rearrangement of cash flows, the intention not being to alter the valuation of a company as against that produced by a standard discounted cash flow model but to allocate the creation of value so that it is made visible. Management performance and remuneration can thus be tied back directly to budgeted targets on an annual basis. The appeal of the EVA methodology for the investment community is similar to that to management. It ties performance measurement to valuation. The difficulty is one of accrual. The list of difficulties is as follows: ● Cyclical industries look as if they are subtracting value half the time and adding it for the other half. ● Projects do not come on full stream the year after the capital is sunk, so value creating companies will often look less attractive than those which are maximising cash generation at the expense of growth. ● The adding back of non-cash items (such as deferred taxation or provisions) ensures the compatibility of the analysis with a discounted cash flow valuation, but it is not altogether true that all such provisions are simply a function of banker-driven, rather than economics-driven, accounting. Some reflect real timing differences which will reverse. ● Where assets have been sunk for a long time, the historical cash cost of them will often be very low. While it is true that there has been a large increase in their value, is it fair to say that the company is adding value now, when that apparent addition to value simply reflects the inflation of the 1970s?

Stern Stewart's comparisons of Market Value Added and EVA have been conducted over long runs of years. This will reduce the impact of all the problems listed above, but should be reflected in the use which is made of EVAs both by managers and investors. Nick Anfill, director, oil and gas research, BSW, 55, St. James's Place, London EC4A 3DF, UK

Stability requires UK support for Emu

**From Mr Gijs de Vries**  
Sir, In recent years, two historic changes have profoundly altered patterns of power in Europe: German unity and the demise of communism. Both Nato and the EU are carefully assessing their role in the new Europe. Nato unquestionably remains the key to security in Europe. However, with US foreign policy oscillating increasingly between selective isolationism and unilateralism, European countries must be prepared to take on more responsibility for stability on our continent. Next to Russia and the US, Germany today ranks as Europe's most important country. Germany has a choice: to exercise its power independently or together with the other member states of the EU. Germany has made its choice. Emu represents the most significant exercise in power-sharing Europe has ever seen. There is a second geopolitical aspect to Emu: to strengthen political cohesion within the EU at a time when the union is being asked to expand gradually to 25 countries or more. It is a necessary counterweight to the centrifugal forces enlargement will generate. For Emu to work, it is important for the EU to get its fundamentals right. A credible stability pact may well be more important, particularly in the medium term, than the budgetary situation of member states at the end of 1997. Emu will go ahead, with or without the UK. From a geopolitical point of view, however, British participation is highly desirable. The German offer is historic, and will not be made twice. It is in everyone's interest that the UK should accept it. It is time for the UK to take its place at the heart of Europe. Gijs de Vries, president, European Liberal Democrat and Reform party, 97-113 rue Belliard, B-1047 Brussels, Belgium

Fall in for yet another electricity review

**From Mr Tim Russell**  
Sir, When Professor Stephen Littlechild, the electricity regulator, announced in early 1995 his re-review of his pricing review of the regional electricity companies' (Recs) distribution business which had occurred just six months earlier, he tried to justify his decision partly on the basis of sharp upward movements in the Recs' share prices post the original announcement. Given the sharp falls in electricity share prices this year and consequent rise in the cost of capital for Recs, is it time for another review? Tim Russell, 39 Ormiston Grove, London W12, UK

Ivory tower solutions

**From Mr M.D. Sanderson**  
Sir, The views expressed by Peter Robinson ("Barely a pass on training", October 7) are strongly out of line with the experiences of the Engineering and Marine Training Authority. The growth rate for national vocational qualifications (NVQs) awarded by us over the last four years has averaged more than 30 per cent and continues to grow even faster than that in 1996. The NVQ initiative, which is employer-led, seeks to ensure that the skills of the UK workforce are directly relevant to the needs of UK industry. As such, they are frequently attacked by some academics who prefer to sit in their ivory towers inventing theoretical rather than practical solutions. M.D. Sanderson, chief executive, Engineering and Marine Training Authority, Vector House, 41 Clarendon Road, Watford, Herts, UK

Europa • Dominique Moïsi

Ten lessons from Bosnia

The international community must learn from its mistakes in the former Yugoslavia

Must we allow these Balkan wars to pass, without at least trying to draw some lessons from them, without knowing whether they have been a benefit or an evil, if they should begin again tomorrow and go on forever extending?"

This was the question at the heart of the report of the first Carnegie International Commission on the Balkans in 1914. Now, 82 years later, a second report, of the International Commission on the Balkans has just come out under the auspices of the Carnegie Endowment for International Peace and the Aspen Institute in Berlin.

In the aftermath of the presidential and parliamentary elections in Bosnia and nearly one year after the Dayton peace agreement, the commission's conclusions are worth pondering. The report - called *Unfinished Peace* - can be summarised in the following "10 commandments".

Number one: if the international community decides to intervene in a crisis, it must do so as quickly as possible. In the former Yugoslavia, the violence could have been controlled and even stopped at an acceptable cost in 1991-92 before it extended to Bosnia. Later that was no longer possible - and the cost of Unprofor, the UN peacekeeping mission, from 1992 to 1996 was \$3bn.

Number two: the cost of intervention is less than that of non-intervention and indifference.

Reconstruction in Bosnia will cost 10 times more than military intervention at the onset of the crisis. The decision to limit international intervention to purely humanitarian aid led to the loss of more than 100 soldiers serving with Unprofor. To this cost must add the political and moral damage inflicted on the European ideal by procrastination on the US. New thinking is needed to explore the limited use of force in low-intensity conflicts that often involve civil strife in the post-cold war world.

Number six: the United Nations proved itself structurally incapable of putting an end to the conflict. The UN's impotence reflected the deep divisions of its member states. But the cumbersome nature of UN mechanisms for conflict resolution, its inability either to keep the peace or to make it, was striking.

Individuals can always make a difference. It is an understatement to say that Mr Yasushi Akashi, the UN representative in Bosnia, did not live up to the modest expectations of the international community. He confused impartiality with neutrality towards aggression by Serb, Croat or even Moslem - and that proved particularly tragic in the fall of Srebrenica.

In such a context, the very idea of the "international community" is theoretical. What really matters is the willingness of states to act, their capacity to mobilise resources and take risks. Number seven: whether one likes it or not, nothing in the world moves without the US.

In the last analysis, Nato emerged from the conflict in the Balkans as the only credible organisation, the one that ultimately made the difference in the field. This does not imply that national forces operating under UN auspices - especially the British and French - lacked courage. They were, however, hampered by waffling civilian decision-makers. Their mandate was to accompany humanitarian action, and that is no substitute for a policy of using force to stop aggression.

The moving force behind Nato's intervention was the US. The belligerents heard America's voice and took it seriously.

Number eight: the US and Europe must act together. If not in unison.

It is tempting on both sides of the Atlantic to wait for the other side to act first on its responsibilities - even if not criticising or pushing out the other.

Only when both sides worked together did the events that led to the Dayton accord and the subsequent end to hostilities become possible.

Number nine: the issue of peace does not end with Bosnia.

From Kosovo to Macedonia - not to mention Greece and Turkey - tension remains high. The Dayton peace will last only if the western powers maintain a credible military presence in the region for a significant period to prevent the resumption of fighting, stabilise Bosnia and stop the conflict extending south.

Number ten: the long-term objective of reconciliation is likely to be achieved only after a period of "divorce" for the belligerents.

After a grueling war, all sides want such a separation - if only to lick their wounds and slowly overcome their mutual hatred. This does not apply only to the Balkans but also to the Middle East. Populations that cannot live together must learn to live side by side, so bridges can be gradually built between them.

The author is deputy director of the Paris-based Institut Français des Relations Internationales and editor of *Politique Etrangère*. He writes here in a personal capacity.

Goldman, Sachs & Co. extends thanks to the presenters for their significant contribution to our Communacopia V Conference

The following corporate officers presented on October 9th and 10th at Goldman Sachs' fifth annual Communacopia Conference, which was attended by 1,200 of our corporate and investment clients.

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<b>Jim Barksdale</b> President and CEO Netscape Communications Corporation	<b>L. Lowry Mays</b> President and CEO Clear Channel Communications, Inc.
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Ten lessons from Bosnia

The international community must learn from its mistakes in the former Yugoslavia

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Number two: the cost of intervention is less than that of non-intervention and indifference.

Reconstruction in Bosnia will cost 10 times more than military intervention at the onset of the crisis. The decision to limit international intervention to purely humanitarian aid led to the loss of more than 100 soldiers serving with Unprofor. To this cost must add the political and moral damage inflicted on the European ideal by procrastination on the US. New thinking is needed to explore the limited use of force in low-intensity conflicts that often involve civil strife in the post-cold war world.

Number six: the United Nations proved itself structurally incapable of putting an end to the conflict. The UN's impotence reflected the deep divisions of its member states. But the cumbersome nature of UN mechanisms for conflict resolution, its inability either to keep the peace or to make it, was striking.

Individuals can always make a difference. It is an understatement to say that Mr Yasushi Akashi, the UN representative in Bosnia, did not live up to the modest expectations of the international community. He confused impartiality with neutrality towards aggression by Serb, Croat or even Moslem - and that proved particularly tragic in the fall of Srebrenica.

In such a context, the very idea of the "international community" is theoretical. What really matters is the willingness of states to act, their capacity to mobilise resources and take risks. Number seven: whether one likes it or not, nothing in the world moves without the US.

In the last analysis, Nato emerged from the conflict in the Balkans as the only credible organisation, the one that ultimately made the difference in the field. This does not imply that national forces operating under UN auspices - especially the British and French - lacked courage. They were, however, hampered by waffling civilian decision-makers. Their mandate was to accompany humanitarian action, and that is no substitute for a policy of using force to stop aggression.

The moving force behind Nato's intervention was the US. The belligerents heard America's voice and took it seriously.

Number eight: the US and Europe must act together. If not in unison.

It is tempting on both sides of the Atlantic to wait for the other side to act first on its responsibilities - even if not criticising or pushing out the other.

Only when both sides worked together did the events that led to the Dayton accord and the subsequent end to hostilities become possible.

Number nine: the issue of peace does not end with Bosnia.

From Kosovo to Macedonia - not to mention Greece and Turkey - tension remains high. The Dayton peace will last only if the western powers maintain a credible military presence in the region for a significant period to prevent the resumption of fighting, stabilise Bosnia and stop the conflict extending south.

Number ten: the long-term objective of reconciliation is likely to be achieved only after a period of "divorce" for the belligerents.

After a grueling war, all sides want such a separation - if only to lick their wounds and slowly overcome their mutual hatred. This does not apply only to the Balkans but also to the Middle East. Populations that cannot live together must learn to live side by side, so bridges can be gradually built between them.

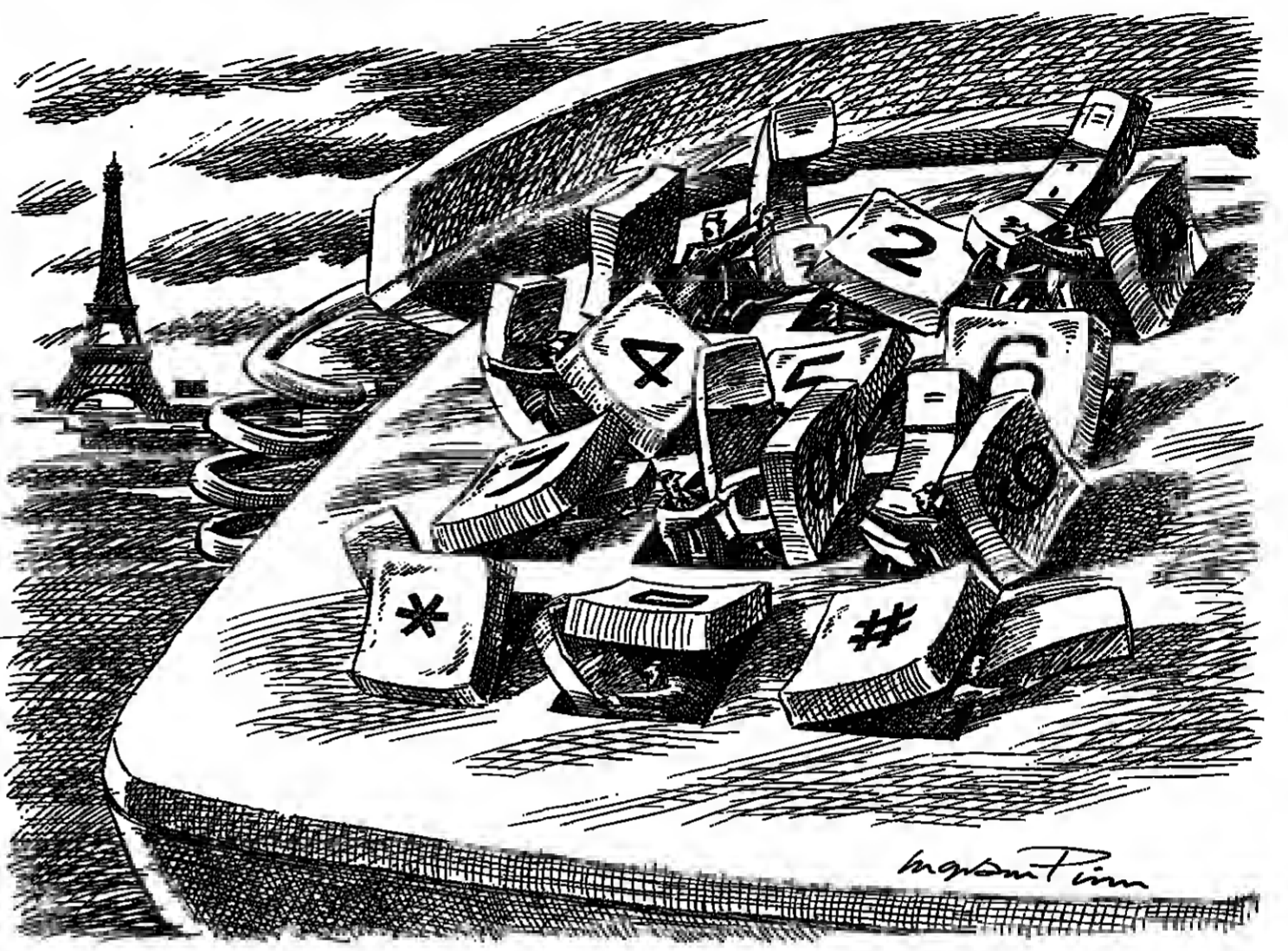
The author is deputy director of the Paris-based Institut Français des Relations Internationales and editor of *Politique Etrangère*. He writes here in a personal capacity.

The aftermath: UN soldiers amid the destruction in Sarajevo

COMMENT & ANALYSIS

# The French connection

## France's telephone number change is part of an ambitious plan to create a more competitive telecoms market, says David Owen



At 11pm French time, France's telephone numbers are set to change for the second time in 11 years. If all goes smoothly, the instantaneous switchover will be the climax of an impressive technical operation which should ensure the country has enough numbers to go around until about 2050.

It may also turn out to be one of the most important steps so far to prepare for liberalisation of the FF117bn (£1.4bn) French telecoms market, due to take effect in common with the rest of Europe - on January 1, 1998.

Some observers think the soon-to-be-unveiled French reforms may even result in France, not known for being at the forefront of liberalisation in any market, ending up with more effective competition in telecoms than most other large countries.

Mr Bruno Lasserre, the telecoms regulator, sees the new 10-digit system as the first step in opening up the market for long-distance calls when France Télécom, the world's fourth biggest telecoms operator, loses its monopoly in 1998. He plans to use the new system to allow users to choose between operators on a call-by-call basis, so they can take advantage of the lowest prices without dialling extra numbers.

Mr Lasserre, France's telecoms regulator for more than seven years, is one of the leading candidates for chairmanship of the new independent regulatory authority due to start operations next year. The system devised under his guidance allows the consumer's choice of long-distance operator to be determined by the first digit in the new numbers to be introduced today.

If the first digit dialled were 0, the call would be routed via the user's regular operator. Seven of the remaining nine possible first digits would be reserved for other long-distance operators the consumer might wish to use. (The other two first digits are needed for the emergency services and online services such as Mintel.)

"Single digit operator selection is very unusual," says Mr Andrew Entwistle, principal consultant at Analysys, a UK consultancy which advises governments on telecoms policy. If the French adopted such a system, it would be "a major signal of the government's intention to open up the French market very quickly".

Mr Lasserre says it will not be technically feasible to implement such a system in its entirety until 1999, however. From the first day of full competition until the necessary software modifications are completed, therefore, France Télécom will probably be the long-distance operator selected by dialling 0 for the first number.

That would still leave consumers able to access alternative operators on a call-by-call basis without having to dial extra digits - as they do in the UK. In the US, consumers can nominate only one long-distance operator which they must use for all calls.

It has yet to be officially confirmed that the system outlined by Mr Lasserre is the one the French will choose, though he says it is "as good as decided". An announcement is expected before the end of the month.

But if it goes ahead, it will provide France with a system that should be more encouraging to new long-distance operators because it will be so easy for consumers to use them. This is essential for "the development of fair competition - in other words, of a real choice for the consumer", according to Mr Jean-Marie Messier, chairman of Compagnie Générale des Eaux.

The diversified French utilities group is aiming to be France Télécom's main domestic rival, in partnership with British Telecommunications, Mannesmann of Germany and others. Other prospective market entrants include the recently unveiled joint venture between Bouygues, the French construction group, and Snet of Italy.

Both Générale des Eaux and Bouygues are already well entrenched in France's fast-growing but relatively late developing mobile telephone market which, in common with most other countries, is already open to competition. In Mr Messier's view, mobile telephony will account for virtually all growth in the French telecoms market in value terms in years to come.

There is general agreement that it is in the long-distance market that the keenest competition to France Télécom will emerge initially after liberalisation. This is partly because, under the present system, revenues from long-distance calls are used, in effect, to subsidise local rental charges, which France Télécom says are the lowest in Europe.

This year's Telecommunications Act provides for this "dis-equilibrium" to be rebalanced at

latest by December 31, 2000. Until it is, there is an obvious opportunity for new operators to undercut France Télécom on long-distance charges.

This window of opportunity may not be as extended as some think, however. Mr Michel Bon, France Télécom chairman, says he wants this rebalancing process to be virtually completed by January 1998, in spite of the substantial increases in local charges it will entail for many clients.

In the market for local services, the main opportunity for new entrants appears to lie in providing high-quality networks for clusters of high-added-value - predominantly business - users in areas such as the futuristic La Défense commercial district on the western edge of Paris.

Such mini-networks for closed user groups are already allowed. MFS Communications, a US-based telecoms company, announced the link-up of its first corporate client to a 20km optic fibre network in the Paris sewers in May. Mr Messier recently his company was aiming to have 19 such networks by 1998.

In the residential market, Mr Lasserre hopes that radio links could help comparatively early development of effective competition. This would give operators access to the homes of telephone users without the need to construct costly wire or fibre-optic networks.

But the regulator acknowledges that the long-distance and international markets are where "the most immediate opportuni-

ties lie". Générale des Eaux's Mr Messier has made clear he intends to be "selective" in his approach to the residential local market: his medium-term market share target is just 10 per cent for local calls, as against 30 per cent for long-distance and 40 per cent for mobile calls.

The biggest obstacle to selling local services to individual users for new market entrants is the level of the charges France Télécom makes for connecting competitors' fragmented networks into its national network.

The level of these fees - which often account for a large proportion of operators' costs - will not be known for some months. In the view of Mr Bon, they should be fixed at a level that is "very slightly less" than what it would cost rival operators to provide the service themselves.

Générale des Eaux's Mr Messier argues that charges, mainly for linking calls made on France's three mobile networks into the local loop, are "abnormally high". They could have the effect of preserving an "effective monopoly" for France Télécom on local calls if they are not reduced. Mr Lasserre acknowledges, "everyone is negotiating in the dark".

Even if these issues can be resolved, France Télécom is well-prepared to fight off competition, after several years of heavy investment. Its network is fully converted to state-of-the-art digital technology and it is lean enough to "score well" on efficiency measures such as lines per employee, according to BZW, the investment arm of Barclays Bank.

And for all Mr Lasserre's good

intentions, there is still widespread scepticism that the government will allow the regulator to be too tough on France Télécom. As BZW said in the summer: "Initial expectations are that the environment will not be aggressively geared against the existing telephone operator."

These expectations stem partly from the fact that the government has plans to sell up to 49 per cent of the shares in France Télécom. A stake of about 30 per cent is expected to be floated in April, which bankers estimate could raise between FF20bn and FF40bn, according to how stiff the competitive environment is.

Mr Lasserre admits it would be "naïve" not to recognise the government's potential conflict of interest over France Télécom. But he argues the new regulatory authority is guaranteed independence under the law passed in the summer.

"The government cannot give [the new body] any instructions," he says. "If it disagrees, all it can do is go to the courts."

In addition, all five members of the new body will be named for "irrevocable, non-renewable six-year terms. They have no need to try to please."

But while Mr Lasserre is personally committed to introducing a greater degree of competition in France's telecoms than that in the US or the UK the toughest decisions have yet to be taken. Confirmation that the framework for choosing long-distance operators will indeed be along the lines Mr Lasserre described would augur well for future challenges.

Additional reporting by Alan Cane.

## FINANCIAL TIMES

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Friday October 18 1996

# The battle for Russia

The western world had followed the latest twists in the battle for influence in the Kremlin with bewilderment and alarm. Far from the transparent, accountable democracy which optimists hoped to see after the collapse of communism, the new round of fighting is reminiscent of Soviet or tsarist power struggles at their most ruthless.

In a way, Russia's foreign friends have only themselves to blame. Because of the overwhelming imperative to keep the communist opposition out of power, western politicians have repeatedly swallowed any doubts they had about the concentration of vast authority in the hands of one individual. They supported President Boris Yeltsin unconditionally during the armed clashes of October 1993; they backed the constitution whose approval he secured in the wake of that triumph; and they did everything to secure his re-election this year.

But the disadvantages of such a concentration of power, and the flaws in the Russian political system, have become painfully obvious since Mr Yeltsin's re-election. There is no properly functioning system to fill the gap left by his illness.

The constitution makes clear that power should pass, in the event of Mr Yeltsin's death or permanent incapacity, to Mr Victor Chernomyrdin, the prime minister. But no procedure is laid down for determining at what point the head of state

must hand over the reins. Worse still, there is ambiguity about who precisely controls the armed forces. In a situation where the heads of those forces are at loggerheads, that is something more serious than a final point of constitutional law.

Few people believe that yesterday's dismissal of Mr Alexander Lebed, the forthright security chief, marks the end of the story. Although he faces bitter opposition from the interior ministry, Mr Lebed probably retains the sympathy of important parts of the regular army.

General Igor Rodionov, the defence minister who has won respect as a serious military reformer, is close to Mr Lebed. Among professional military officers and far beyond, both men enjoy the moral authority that comes from willingness to say out loud the unpleasant truths - in particular about the dreadful condition of the army - that other public figures prefer to cover up.

Divided security forces in a country whose cohesion is also under threat from other factors - from nationalism in the northern Caucasus to the ambitions of many regional bosses - amount to a highly dangerous state of affairs. There is very little the west can do, apart from offer assurances that whatever the problems, self-inflicted and otherwise, that are now afflicting the Kremlin, it will not take cynical advantage of Russia's resulting weakness.

# Wake up Japan

The Japanese public seems bored and bemused by this Sunday's general election. So the rest of the world cannot be blamed for feeling the same. However, both may be wrong.

On the surface, three years of political turmoil, accompanied by painfully slow economic recovery and a series of traumatic disasters, have brought Japanese politics back to square one. The Liberal Democratic Party, which ruled unchallenged for nearly 40 years before 1993, is back in power and may even regain its overall majority. Even failing that, it will probably be able to form the next government with more congenial coalition partners than the socialists whom it has had to work with since clawing its way back to office in 1994.

Yet important things have changed. The LDP's defeat in 1993 proved for the first time that Japan is a real democracy, in which no party can take power for granted. Indeed, this weekend's result is by no means a foregone conclusion.

The new electoral system will make a difference, even if many voters have not yet understood it. Under the old system one well-organised party could sweep the board by putting up candidates who appealed to different local or sectoral interests and dividing its supporters evenly among them; and agricultural producers were grossly

over-represented at the expense of urban consumers. The new system addresses both those anomalies. It should help smaller parties and those which take on producer lobbies by advocating deregulation and administrative reform.

In other words, it should be good for the LDP's main opponents: the New Frontier party and the newly formed Democratic Party. That the NFP is not riding higher in the polls reflects public disappointment at its failure to provide clear leadership when in power in 1993-94, and public distrust of its leader, Mr Ichiro Ozawa, still seen as more of a fixer than a statesman. It is also a tribute to the success of the incumbent prime minister, Mr Ryutaro Hashimoto, in breaking with the complacent traditions of his predecessor and breathing new vigour into the LDP.

Mr Hashimoto, though hardly rabid by European standards, is more overtly nationalistic than previous postwar Japanese leaders. That could lead to tensions as Japan gropes for the right reaction to an increasingly powerful and assertive, yet still resentful and suspicious, China.

A further period in opposition for the LDP, though unlikely, would on the whole be welcome. Failing that, it must at least be hoped the opposition does well enough to prevent the LDP relapsing into total inertia.

# Price stability

"Price stability good" is hardly an exciting headline. But, as Mr Maryva King, the Bank of England's chief economist, said in yesterday's Economic and Social Research Council lecture, excitement is not what central banking should be about. The failure of UK monetary policy is that it has not been nearly boring enough.

Until the end of the second world war British subjects could expect prices at the end of their lives to be the same as when they were born. Since 1945 the price level has risen more than 20-fold. How could such a complete betrayal of trust have happened? Part of the reason is that economists believed that inflation was the price of full employment - an extraordinary idea, resting on the hope that people are invincibly stupid.

In fact, inflation is harmful: high inflation tends to be more variable than low inflation, for example. The resulting uncertainty imposes large risk premia on long-term interest rates, impairs the price mechanism and increases the volatility of output and employment. Still more dangerously, inflation penalises the thrifty and ruins those who trust the state.

It has been essential to make long-run price stability credible. But the effort has not yet been successful, as is demonstrated in the market for British government long-term debt. There

remains a sizeable inflation-risk premium which raises the price of achieving the target.

On current trends, the government will fail to deliver on its target for inflation of 2% per cent or less by the end of this parliament. When Mr Eddia George, governor of the Bank, asked for higher interest rates in May 1995, everyone concluded shortly thereafter that he was wrong. In fact, he was almost certainly right. That virtually nobody wants to say this shows why UK monetary policy remains unconvincing.

Because policymakers are suspected of wanting to play fast and loose at election time, counter-cyclical policy is counter-productive. As Mr King asserts, "it is precisely the absence of a credible commitment to price stability which has meant that, over the past 20 years, any accommodation of an upward shock to inflation has raised inflation expectations and increased the output cost of meeting low inflation in the long run."

The counter-cyclical fine-tuning recommended by so many commentators will work only if long-term price stability is also credible. Otherwise it will raise inflation expectations, thereby either increasing inflation or creating a still larger loss in output. For government to fool people is not just wrong. Ultimately, it will fail as well.

# OBSERVER

## Music stops for Androsch

One game, at least, is up for Hannes Androsch. A good 16 years since he was first accused of tax evasion, the 59-year-old former Austrian finance minister has been ordered to pay a fine of Sch1.5m by the supreme administrative court. He has finally run out of bodies to which to appeal.

Androsch was finance minister between 1970 and 1980, and the boyish-looking politician was often tipped as a future chancellor. As has now emerged, he was also operating a tax consultancy business, using his inside knowledge to trick his own ministry's officials. When he purchased a house in a posh district of Vienna, he told the authorities that the money came from an old family friend. Unfortunately, the supposed benefactor barely had two shillings to rub together.

He had to resign, but that didn't stop him securing the chairmanship of Creditanstalt, then the country's largest bank. The new finance minister made the file a top priority. But each time Androsch was convicted, he lodged another appeal.

As it happens, his monetary general coincides with a period of distinct buoyancy in his political stock. In recent years,

## Peak condition

Private islands are mostly out of favour with rich Greeks these days. With their father deep in litigation with the trustees of her fortune, Adina Onassis, 11, is not likely to visit Scipios, her grandfather's hideaway, for a while. And since Stavros Niarchos died, there has been little activity at Spetsopoula off the Peloponnese. So why is the Latsis shipping group interested in Kyra-Panagia and Skantzoura, two small islands in the Sporades in the central Aegean?

It could of course be no more than a business deal. Both islands belong to Meghri Lavra, a monastery on Mount Athos, Greece's autonomous religious republic whose monks have a shrewd eye for profit. One island has substantial deposits of marble. The other could become a luxury resort for well-heeled environmentalists - the islands are home to rare monk seals. But locals suspect the Latsis

## Who's counting?

No one disputes that Helmut Kohl is about to surpass Konrad Adenauer as Germany's longest serving chancellor. But there is a minor disagreement as to when the great man will enter the history books.

Everyone had assumed the big day to be October 31. That will be Kohl's 5,145th day in office since displacing Helmut Schmidt through a vote of no-confidence in the Bundestag. It is one day longer than Adenauer's 14 years and 31 days from his election on September 15 1949 to his resignation on October 15 1963.

DPA, the German news agency, meanwhile yesterday named October 30 as the all-important date, on the grounds that the constitution says a person only becomes chancellor on receiving the formal deed of office from the

## Heavy seller

For the fourth week in a row, unemployed barman Gerry Adams finds himself astride the top of Ireland's list of best-selling books.

Copies of Before the Dawn, the folksy account of his early years as a republican leader, are still walking out of the bookshops, despite prime minister John Bruton's claims that the IRA is a fascist organisation employing Nazi-type tactics. The government film censor has even issued a special certificate allowing schoolchildren to watch the violent new epic on the life of Michael Collins, founder of the IRA, a film which heavily fictionalises the bloody events surrounding Irish independence.

## 50 years ago

America And Inflation President Truman's decision to accelerate the removal of existing controls on prices and wages may well prove to be one of the most important economic developments in the post-war period. The fear which springs immediately to the mind is that the decision destroys the last remaining obstacles to an inflationary boom of serious proportions, culminating ultimately and inevitably in a severe depression whose repercussions would be felt throughout the world.

Lower Diamond Prices The news that diamond prices have fallen in the United States should not come as a surprise. Prices had been rising there almost uninterruptedly since the beginning of the war, and the American demand has been partly on account of hoarders. Prices of cut goods have always closely followed the trend of Wall Street. The easier tone now is ascribed to large imports and an increasing flow of capital into durable consumer goods, but the Wall Street fall may have played a part. The capacity of the market has obviously been temporarily over-estimated.

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FINANCIAL TIMES COMPANIES & MARKETS

Friday October 18 1996

WOLSELEY electronic component and equipment manufacturers

IN BRIEF

Anglogold dips 3% in quarter

The rising trend in the quarterly earnings of South African gold producers faltered as AngloGold, the gold-and-uranium division of Anglo American, reported a 3 per cent fall in after-tax profits to \$213.2m (\$65.5m).

Colgate rises to \$155.6m

Colgate-Palmolive, the US toothpaste and soap company, ended a string of profit falls by reporting net profits of \$155.6m, or \$1.05 a share, after preferred dividends in the third quarter.

Spain to inject \$50m into Latinvest

Spain's Bilbao de Vizcaya, Spain's second-largest bank, is to inject \$50m of capital into Latinvest, the Latin American brokerage house, after completing the acquisition next week.

Ontario plans water agency sell-off

The Canadian province of Ontario has unveiled plans to privatise the Ontario Clean Water Agency, which claims to be North America's biggest operator of water and sewage treatment systems.

Finland's UPM-Kymmene earnings slide

Finland's UPM-Kymmene, Europe's biggest forestry sector company, announced a 43 per cent drop in pre-tax profits in the first eight months of the year from Fm4.6bn to Fm2.6bn.

Exceptionals leave Albert Fisher in red

Goodwill write-backs at Albert Fisher, the UK fresh food supplier that last week announced the £73.5m (\$114.7m) disposal of its North American distribution business, helped push the group £110.9m into the red in the year to August.

Strong third quarter at SGS-Thomson

By David Owen in Paris

Shares in SGS-Thomson Microelectronics rose nearly 10 per cent in Paris yesterday as the Franco-Italian semiconductor manufacturer unveiled third-quarter results indicating it was continuing to perform well in spite of difficult conditions in the semiconductor market.

The company, the world's 12th largest chip manufacturer, reported that net earnings for the three months to September 28 increased 2.6 per cent from \$129m to \$132.4m.

Franco-Italian group bucks downward semiconductor trend

This took the total for the first nine months to \$483.5m - a 35 per cent improvement on the \$358.5m achieved in the nine months to September 30 1995.

Mr Pasquale Pistritto, president and chief executive officer, claimed the results "set us apart from the industry average during this difficult market environment".

Pearson names new chief from Economist

By Raymond Snoddy in London

Pearson, the UK media, information and entertainment group, yesterday announced big changes in its top management, including the appointment of Ms Marjorie Scardino, the current chief executive of The Economist magazine group, as chief executive.

Mrs Scardino, believed to be the first female chief executive of a FTSE 100 company, will take up the job at the end of the year when Mr Frank Barlow, the 66-year-old managing director of Pearson, which owns the Financial Times, retires.

Mr Dennis Stevenson, a Pearson non-executive director who is chairman of GPA, the aircraft leasing group, has been appointed deputy chairman. He will become chairman next May when Lord Blakenham, the present chairman, retires at the age of 59.

Mrs Scardino, 49, was not an obvious choice and her appointment surprised analysts.

The new team marks a break with the past. It will be the first time that members of the founding Cowdray family are not represented at the top of Pearson. The appointments also complete a generational change at Pearson, which recently appointed three other directors in their forties.

Ms Scardino was a reporter for the Associated Press news agency, a partner in a Savannah, Georgia, law firm and founded an award-winning US newspaper before becoming president of the North American operations of The Economist, which is 50 per cent owned by Pearson. She took over the running of the entire group in 1993.

She is married to a journalist, Mr Albert Scardino, and has three children. Mrs Scardino is a non-executive director of W.H. Smith, the UK retailer, and is on the board of Conagra, the US food group.

It is believed a number of senior executives from large media groups were approached by Pearson during the recruitment process.

City analysts, who expected the appointment of a "heavy-hitter" from outside Pearson yesterday marked the company's shares down on the news. They closed 1 1/2% lower at 678 1/2p, although other media shares fell yesterday.

"She may be good. She may be extremely good but this will only be reflected in the share price retrospectively when she proves it," one media analyst said.

Mr Stevenson, 50, is a non-executive director of British Sky Broadcasting, J. Rothschild Assurance and Manpower. He has been chairman of the trustees of the Tate Gallery for most of the last decade.

Mr Stevenson last night paid tribute to both Lord Blakenham and Mr Barlow. He said that when Lord Blakenham was appointed chief executive of Pearson in December 1977 the company had a market capitalisation of \$138m, compared with the present figure of \$3.9bn.

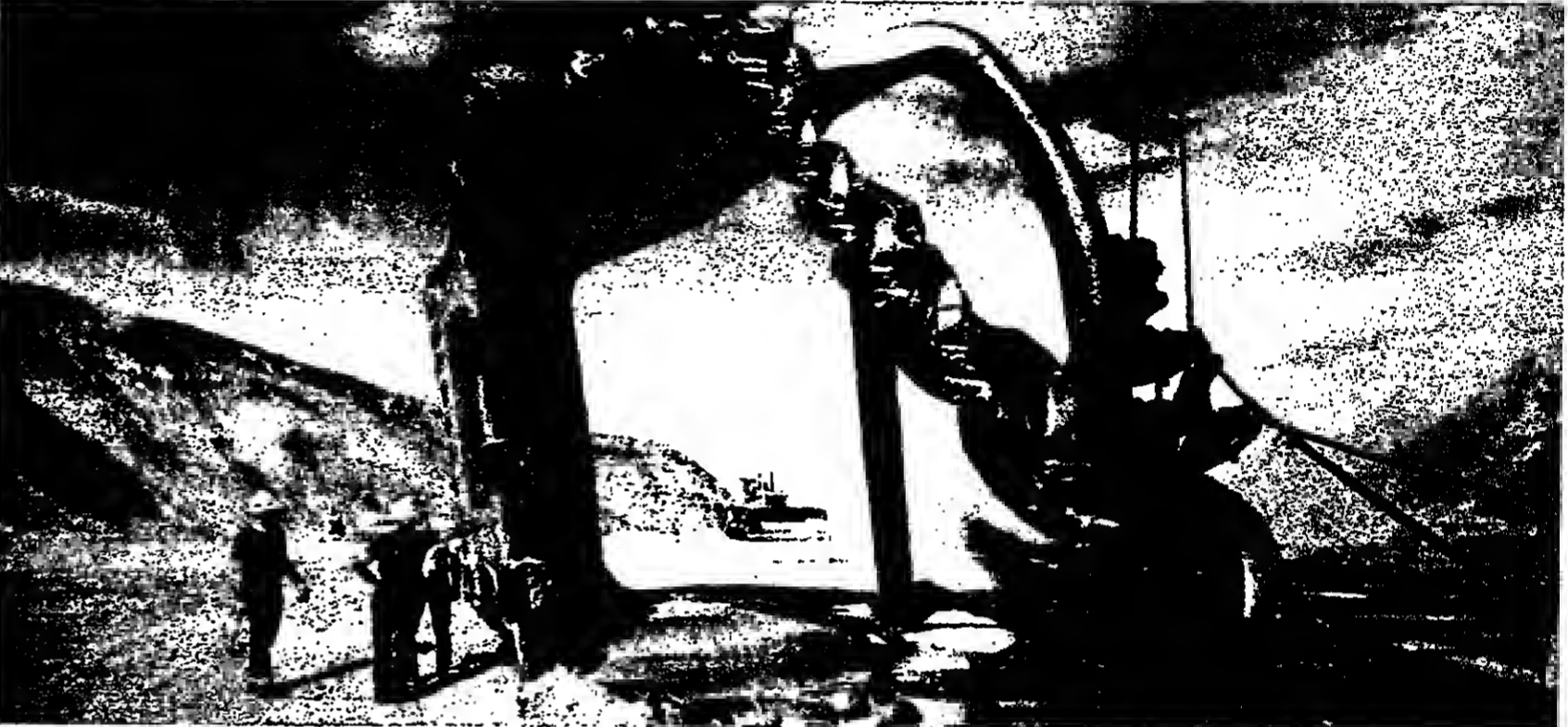
Mr Stevenson said Mr Barlow had "turned the Financial Times organisation into a thriving economic success" and had played the key part in some of Pearson's most important developments - the involvement in BSKyB, its purchase of Recoletos, the Spanish newspaper group, and the move into television production.

The changing of the guard, Page 22

Net revenues for the third quarter advanced more than 7 per cent from \$922.6m to \$988.4m. Net earnings per share fell from \$1 to 95 cents. Net revenues in the latest quarter included \$16.7m in licence fees. These, in turn, contributed \$13.4m to net earnings and 10 cents to earnings per share.

The jump in the share price left the company's stock at FF296.50 - a gain of FF24.50 on the day. About five weeks ago, the shares rose more than 5 per cent in one day on an announcement that the company had developed an anti-copying device for use in digital video disc players.

It emerged earlier this week that the 17.4 per cent stake in the group held by Thomson-CSF, the defence electronics business set to be acquired by the Lagardère conglomerate, is likely to be sold. It is widely assumed this stake will end up in the hands of one or both of the company's other large French shareholders: France Télécom and CEA-Industrie. World stocks, Page 38



Digging deep: employees inspect a dragline bucket at RTZ-CRA's Antelope coal mine, where output is set to jump to 20m short tons by 1998

RTZ-CRA plans doubled US coal output

By Kenneth Gooding in Gillette, Wyoming

Mtanta-Wyoming border - will reach about 45.7m short tons, up from 43.7m in 1995.

Mr Greg Boyce, president of Kennebec Energy Company, the RTZ-CRA division responsible for US coal operations, said that by 2005 annual output would reach 85m tons.

The company says demand for US clean air laws which are expected to boost demand for its low-sulphur coal.

The company moved into US coal in 1993 with two acquisitions worth \$480m (\$748.8m). It is the fourth-largest producer in the US. This year output from its mines - mainly in the Powder River Basin on the

Basin, said Mr Boyce. He said the Spring Creek mine was a special case because its coal had a high sodium content which created extra waste problems for many power stations. Output would rise from 9m to 20m tons.

Mr Boyce said Kennebec Energy was ready almost to double its present 1.8m tons of coal reserves by acquiring new ones next to its mines when this became necessary.

He believed the company could take advantage of further consolidation of the US coal business through acquisitions. Commodities, Page 28

of coal when it moved into the US - even though the coal has less energy and attracts high transport costs because of the distance it must travel to reach customers.

The main increases in RTZ-CRA US coal output will come from the Antelope, Cordero and Spring Creek mines. It is planned that production at Cordero will go up from 14m tons a year to 30m.

At the Antelope mine new equipment will be introduced to take annual output from 12m tons to 20m in 1998 and eventually 30m. "It will become the lowest-cost producer in the Powder River

Basin," said Mr Boyce. He said the Spring Creek mine was a special case because its coal had a high sodium content which created extra waste problems for many power stations. Output would rise from 9m to 20m tons.

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He believed the company could take advantage of further consolidation of the US coal business through acquisitions. Commodities, Page 28

AT&T credit card division slips into deficit

By Richard Waters and John Authers in New York

AT&T's credit card business, the third-largest in the US, stumbled into the red during the summer as personal bankruptcies across the nation mounted, the company reported yesterday.

News of AT&T's credit card problems came as the US telecommunications company reported an 11 per cent fall in overall profits during the third quarter of the year. The decline, stemming from competition for long-distance business, had been foreshadowed in an announcement three weeks ago.

The telephone company's credit card difficulties reflect the growing credit losses suffered by US card issuers this year, and the increasingly cut-throat competition that has eaten into one of the financial industry's most profitable businesses.

Yesterday's news also points to the problems that some US companies have had in trying to become financial services powerhouses from scratch.

AT&T's Universal Card, which was created in 1991, has come to symbolise the attack by industrial companies on a market traditionally dominated by banks. With 18.1m credit card accounts, it is now behind only Citicorp and Chase Manhattan in terms of size.

However, the company said yesterday that its Universal Card business had lost \$35m during the third quarter, compared with a profit of \$47m a year before.

AT&T credit card division slips into deficit

The problems stem from a rise in the proportion of loans it has had to write off, to 6.15 per cent. This level is about one percentage point higher than the industry average.

The largest banks which issue credit cards announced results this week which suggested the problem of bad debts had peaked at levels which allowed them to sustain profitability.

At Citibank, the largest US card issuer, the proportion of loans written off rose slightly to 5.11 per cent, compared with 4.99 per cent in the previous quarter. It admitted that it had allowed down its effort to attract new customers.

Chase Manhattan, the second-largest issuer since its merger with Chemical, reported charge-offs of 4.95 per cent of average loans. Both banks said personal bankruptcies, which require loans to be written off immediately, had been the single greatest problem, accounting for 38 per cent of write-offs at Citibank.

Mr David Hunt, a former banker who was brought in two years ago to head the Universal Card business, resigned in September. AT&T maintained yesterday he had left for personal reasons. It also reiterated that it did not intend to sell its credit card business.

Mr Thomas Facciola, a credit card industry analyst at Salomon Brothers, said AT&T had cut back its marketing to reduce its risks. However, many card issuers continued to compete fiercely for new customers.

AT&T results, Page 18

Table with 3 columns: Company Name, Market Cap, and Change. Includes AT&T, Aber Resources, Acer, Albert Fisher, Alto Paraná, Amag, American Airlines, Anglo American, Anglogold, Apple, Avener, BET, BMW, Banco Popular, Bank Austria, Bank of Montreal, Bank of Nova Scotia, Bankers Trust, Beazac, Bray Shipping, British Aerospace, British Airways, CIBC, CM Telecom Int'l, Cable and Wireless, Celulosa Arisco, Colgate-Palmolive, Daewoo, Dassault Aviation, DePta Finance, Deutsche Telekom, Eni, Eurofima, Falconbridge, Fiat, Ford, Granada, IRI.

Table with 3 columns: Market Statistics, Value, and Change. Includes Actual reports service, Benchmark Govt bonds, Bond futures and options, Bond prices and yields, Commodity prices, Dividends announced, UK, EMS currency rates, Eurozone prices, FTSE-100 World Index, FTSE-100 Index, FTSE-100 World Index, FTSE-100 Index, FTSE-100 Index, FTSE-100 Index.

Table with 3 columns: Chief price changes yesterday, Company Name, Price, and Change. Includes Frankfurt (Dax), Labovay, Sanyo, Fiat, DLR, Hertz, VW, Renault, Nissan, Ford, GM, Honda, Toyota, Nissan, Honda, Toyota, Nissan, Honda, Toyota.

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New York & Toronto prices at 12.30

# Ontario to privatise water agency

By Bernard Simon in Montreal

Ontario has unveiled plans to privatise the Ontario Clean Water Agency, which claims to be North America's biggest operator of water and sewage treatment systems.

Bidders are likely to include several foreign water companies, which have shown a keen interest in Canada over the past year as financially strapped local authorities turn to private

sector contractors to finance, manage and modernise their water and sewage facilities.

Lyonnaise des Eaux, the French water group, said yesterday that it would be interested in bidding for OCWA. Lyonnaise des Eaux set up an office in Toronto earlier this year.

Another possible contender is TAP, a consortium led by CH2MHILL, a Colorado-based engineering group, and Vancouver-based BC Gas. Another is Consumers Utilities, a joint venture

between the UK's North West Water and Consumers Gas, Ontario's biggest natural gas distributor. Consumers was chosen earlier this year to examine ways of averting a looming water shortage in York Region, a sprawling local authority north of Toronto.

OCWA, set up in 1993, manages water and sewage services for about 3m Ontario residents. It has annual contract revenues of about C\$125m (US\$92.6m). Profits have been about

C\$40m over the past two years.

Mr Norman Sterling, the province's environment and energy minister, gave no timetable for selling OCWA, but was reported as saying that "the sooner we act... the better off we will be".

Many Canadian municipalities have shown an interest in "public-private partnerships" with outside contractors.

But water-treatment companies have expressed frustra-

tion over the slow pace of the bidding process.

The only contract awarded so far in Ontario has been a 10-year deal between Hamilton, Canada's steel centre, and Philip Environmental, a local company.

Ontario's Progressive Conservative government, which took office in mid-1995, has pledged to turn many functions over to the private sector in an attempt to improve efficiency and to meet its goal of a balanced budget by 2001.

# Tenet in \$1.7bn hospitals purchase

By Lisa Bransten in New York

Consolidation in the US hospital sector continued yesterday as Tenet Healthcare, the country's second-largest hospital management company, agreed to buy OrNda Healthcorp for about \$1.7bn.

The merger is expected to be completed in the first quarter of next year pending the approval of state and federal regulators. It will create a company with revenues of \$6.5bn and 126 hospitals concentrated in southern and southwestern USA.

The new group, which will be a dominant healthcare provider in southern California, expects to save about \$70m in costs by 1998.

Hospitals are one of the most fragmented segments of the US healthcare sector. Some 85 per cent of the market is controlled by locally managed, not-for-profit hospitals. The private sector is dominated by Columbia/HCA Healthcare, which controls about 7 per cent of community hospitals with nearly 360 facilities and is expected to generate about \$20bn in revenues this year.

Columbia has also been among the most acquisitive of healthcare companies, purchasing four large hospitals and other healthcare providers between 1992 and 1995. In the first half of 1996 it acquired 25 hospitals and signed letters of intent to buy another 15.

Further consolidation is expected as hospitals across the country face the falling revenues and occupancy rates resulting from the growing importance of health maintenance organisations (HMOs).

HMOs have driven down healthcare spending in the US, mainly by encouraging outpatient care. Since 1990, hospital occupancy has fallen to about 50 per cent, forcing many smaller healthcare centres to join larger regional or national groups. Occupancy at Tenet is about 57 per cent.

Mr Doug Sherlock, president of Sherlock Company, a mergers advisory firm specialising in healthcare, says Tenet should gain from stronger negotiating power in southern California, where it controls a number of hospitals.

## INTERNATIONAL NEWS DIGEST

# Aerospace group boasts 'great year'

McDonnell Douglas continued its run of record quarterly results at a slower pace in the three months to the end of September, with a 1.6 per cent rise in net income, which brought the cumulative advance for the year to almost 12 per cent. Profits up from \$192m to \$196m yielded earnings per share 5 cents higher year-on-year, at 90 cents.

Boasting of a "great year", the company said a 99-day strike at its main St Louis plants which ended in mid-September was unlikely to affect results significantly. The best performance of the quarter, during which operating profits rose 15 per cent to \$339m, came from the military aircraft business, where operating margins also topped 13 per cent. The commercial airliner business also improved, and operating income reached \$23m after a \$7m deficit last time and improved from \$26m to \$60m in the nine-month period.

Group revenues were unchanged at \$3.3bn, leaving the nine-months figure down 8 per cent at \$9.7bn. Earnings per share for the year to date rose 17 per cent, from \$2.28 to \$2.66.

Christopher Parkes, Los Angeles

# Bankers Trust beats forecasts

Bankers Trust yesterday announced stronger than expected third-quarter earnings per share of \$1.98, nearly 30 cents above the average of analysts' estimates. This was better than both second-quarter earnings per share of \$1.66 and the year-ago \$1.71, although market conditions were less favourable during the summer months. Net income of \$176m in the third quarter was up from \$151m in the second quarter.

Profits tumbled and many top staff left the bank after a 1994 law suit alleged mis-selling of derivative instruments to Procter & Gamble, prompting a spate of similar complaints. The F&G case was settled out of court in May.

Bank management reported net income of \$3m following a loss in the second quarter, owing to a \$23m trading loss on the sharp copper price fall.

The surprise came from a jump in net income from trading and sales to \$29m, from \$17m in the second quarter. The company attributed this to "strong results from arbitrage transactions," which are traditionally viewed by analysts as volatile earnings. This may explain why Bankers Trust's share price benefited little from the better-than-expected results, rising only 3/4 to \$33 3/4.

Tracy Corrigan, New York

# Celulosa in Argentine pulp buy

Chile's Celulosa Arauco y Constitución has agreed to buy Argentina's Alto Paraná pulp maker for a total of \$430m in cash and assumed debt. The deal will give Celulosa, controlled by Chile's Angelini group, a 94.64 per cent stake in Alto Paraná, Argentina's only pulp maker.

Chilean companies have made big investments in Argentina's electricity sector and, to a lesser extent, in its private pension funds and retail sector, but this marks the first important foray into Argentina's high-potential forestry industry. Argentine officials in the agriculture ministry believe the underdeveloped forestry sector will be a big growth area after the introduction of tax incentives to encourage tree planting. The incentives were based on those introduced more than a decade ago in Chile, which have stimulated a boom in that country's forestry industry.

Celulosa will pay \$287m in cash for Alto Paraná. Of this amount, \$58.8m will cover convertible bonds issued by the Argentine company, while the Chilean company will take on \$140m worth of debt. Celulosa said it would be taking out a five-year syndicated loan, also led by JP Morgan, to cover the operation.

Last year, Alto Paraná made net profits of \$29.7m on sales of \$160m, but announced in March of that year that it would be unable to service \$60m worth of 12 per cent notes that were about to fall due.

David Pilling, Buenos Aires

# Philadelphia SE chief quits

Mr Vincent Casella has resigned as chairman of the Philadelphia Stock Exchange, after an inquiry into his relationship with a technology company contracted to provide a new equity trading system for the exchange. Mr John Wallace, vice-chairman, becomes acting chairman.

Before his election as chairman, Mr Casella served on a committee involved in awarding the contract. It was given to Universal Trading Technologies Corporation, a subsidiary of Ashton Technology Group - a company in which Mr Casella had an existing investment.

The board also reaffirmed its commitment to the UTTC electronic trading system, due to start running on the exchange's equity floor in early 1997.

Tracy Corrigan, New York

# CM Telecom in market debut

Shares in CM Telecom International, a Hong Kong-based telecoms company, ended at a premium to the issue price after their trading debut on Singapore's stock market yesterday. The company, which listed in US dollars, bucked a recent trend of unsuccessful initial public offerings and closed at 33 cents - compared with its issue price of 32 cents - after 9.77m shares were traded. Institutional buyers bought the stock as long-term investments, analysts said.

James Eynge, Kuala Lumpur

# Reliance braced for fall

Reliance Industries, the Indian petrochemicals to textiles group, is expected today to post its first fall in net profits for more than 10 years. Analysts expect the company, controlled by the Ambani family, to report Rs44m-Rs5.5bn (\$112.1m-\$154.2m) from Rs6.33bn last year. Reliance's first-half performance was depressed by falls in product prices of up to 30 per cent, minimal volume growth after delays to production capacity expansions, higher raw material costs, and the imposition of a new 12.9 per cent minimum corporate tax. Earnings are expected to rebound in 1997-98 as new production capacities come on stream.

Tony Tassell, Bombay

# Market weakness hits Avenor

Slumping prices and shipments of newsprint and pulp hit Avenor's profits hard in the third quarter. Avenor, one of North America's biggest integrated forest products groups, posted third-quarter net profits of C\$1m, or two cents a share, down from \$90.1m, or \$1.34 a share a year earlier, on sales of \$560m against \$731m. The third quarter was slightly better than the second quarter because pulp prices fell slightly and manufacturing costs were pared. Avenor said newsprint inventories remained high, and prices were.

Robert Gibbens, Montreal

# China in Yn20bn bond issue

China will issue Yn20bn (\$2.4bn) of treasury bonds next month to complete funding for its budget deficit for 1996. Target for the year is Yn195.2bn. The bonds will carry a seven-year maturity with interest paid annually.

In July, China introduced 10-year bonds which were snapped up by institutional investors with strong demand in the secondary market. The 10-year bond rose 10 basis points in the first week of trading. In line with China's attempts to expand "open market" operations, the latest series of bonds will be auctioned to approved institutions. Yield will be set according to demand.

Securities analysts expect the latest bond issue to be well received, but doubt it will perform as strongly in the market as the July issue. Chinese investors were attracted to the 10-year bond because of expectations of further interest rate cuts this year.

Tony Walker and Sophie Roell, Beijing

# Colgate bounces back with \$156m

By Richard Tomkins in New York

Colgate-Palmolive, the US toothpaste and soap company, yesterday ended a string of profit downturns with a third-quarter net profit of \$155.6m after preferred dividends, or \$1.06 a share.

The figure was an increase of 37 per cent on the previous year's \$113.6m, or 78 cents a share, before a restructuring charge. After the charge, the result a year ago was a loss of \$255.6m.

However, the previous year's figures were hit by economic problems in Mexico, a big market for the company, and yesterday's result was a relatively modest advance on the \$145.5m posted in the third quarter of 1994.

In last year's third quarter Colgate-Palmolive announced it was cutting 3,000 jobs and closing nearly a quarter of its factories to reduce costs and revive flagging profits.

Yesterday Mr Reuben Mark, chairman and chief executive, said the resulting cut in overheads had been one cause of the latest profit increase, along with strong volume growth and an increase in gross margins of more than one percentage point. Revenues rose 5 per cent to \$2.2bn on the back of a 6 per cent increase in worldwide volumes.

Mr Mark said the company was encouraged by volume increases in its more mature markets of North America and Europe, where volumes rose 5 per cent and 4 per cent respectively. This outpaced market growth in both regions, he said, reflecting Colgate-Palmolive's flow of new products.

"With this momentum and our aggressive new products programme, Colgate is well positioned for a strong fourth quarter and 1997," Mr Mark said. The shares were up \$4 at \$29 3/4 in early New York trading.

Colgate-Palmolive has recently benefited in many world markets from the launch of a new toothpaste called Total, which is said to give long-lasting protection against the bacteria that cause gum disease and other dental problems. In the UK, the product has taken the company's market share to a record high.

# Profits slide 11% at AT&T

By Richard Waters in New York

Flagging growth in its consumer telephone business, together with higher marketing costs, contributed to an 11 per cent fall in after-tax profits at AT&T during the quarter to the end of September.

The US company's difficulties in its core long-distance business reflect a loss of market share to smaller rivals. Sprint, the country's third-largest long-distance company, earlier this week reported a 14 per cent increase in revenues from long-distance calling.

This slowdown registered

by AT&T pushed net income during the period down to \$1.36bn, on revenues which rose 2.4 per cent to \$13.2bn. Earnings per share fell 12 per cent, to 84 cents.

The figures, which do not include the results of discontinued operations such as NCR, were overshadowed in an earnings warning three weeks ago.

Underlying the results was a sluggish, 2 per cent advance in revenues in AT&T's core wireline services, to \$11.6bn. Calling volumes increased by 5 per cent from a year before, compared with the 21 per cent increase which had been reported by Sprint.

The biggest US long distance carrier launched a counter-attack last month with a flat-rate charge of 15 cents a minute for all calls. Mr Richard Miller, chief financial officer, said yesterday that early interest in the offer had been promising.

At the same time, the company's profit margin was hit by a 21.6 per cent jump in its selling, general and administrative costs from a year before. AT&T attributed the leap to higher marketing costs, as well as the development of new on-line and local telephone services.

Overall costs were 5 per cent higher, contributing to a 2.2 percentage point

decline in the company's operating profit margin, to 16.4 per cent.

AT&T recorded faster growth in some other parts of its business. Revenues from wireless telephone services increased nearly 18 per cent to \$922m, while revenues from its communications products and services business rose 39 per cent to \$388m.

NCR, the computer subsidiary which is due to be spun off by the end of this year, returned to profitability, at least at the operating level, during the third quarter, the company said. This is ahead of the deadline of the end of the year, it added.

# Return to black lifts Apple stock

By Louise Kehoe in San Francisco

Shares in Apple Computer were up almost 4 per cent in early trading yesterday following a surprise return to profit unveiled after Wall Street closed on Wednesday.

The personal computer group said its \$25m fourth-quarter profit - which came despite a 23 per cent drop in sales - signalled a turnaround.

The company, which has struggled with heavy losses over the past year, added that it expected to achieve sustained profitability at a gross margin of 20 per cent or above by the second quarter of 1997.

The question was no longer one of the company's survival, said Mr Gil Amelio, chairman and chief executive. "The challenge now would be "to extend our competitive leadership in key markets and to reclaim the mantle of industry pioneer and innovator".

Wall Street had been expecting Apple to report losses of about 30 cents a share. Instead it reported profits of 20 cents a share, against 43 cents a year ago. The shares were up \$1 in early trading at 25 1/4.

Net income was lifted by a one-time \$28m pre-tax gain from adjustment of restructuring charges. It would otherwise have been 6 cents a share.

But revenues fell to \$2.3bn, a fall of \$682m from the fourth quarter a year ago. However, this was \$142m up on the third quarter, as a result of stronger US sales, said Mr Fred Anderson, chief financial officer.

Gross margins for the fourth quarter were 22 per cent, compared with 18.5 per



Gil Amelio: challenge is to extend leadership in key markets

cent in the June quarter and 20.7 per cent a year ago. Lower chip costs contributed about 2 percentage

points to the gross margin improvement. However, memory chip prices are now edging up.

# Japanese retailers turn in mixed results

By Gwen Robinson in Tokyo

Half-year results from Japanese retailers indicate a divergence in the fortunes of department stores and supermarkets due to a patchy recovery in consumer spending and the effects of the E-coli food poisoning scare in the summer.

Matsuzakaya department store reported its first increase in six years of half-year profits to August 31. Unconsolidated recurring profit soared 176.8 per cent to Y2.44bn (\$21.8m), while

net profit jumped 74 per cent to Y1.06bn. Sales rose 1.5 per cent to Y212.07bn. Matsuzakaya attributed the increase to brisk demand for clothing and small personal items, and to a 2.5 per cent reduction in sales and management costs. For the year to February, the company expects pre-tax profits to be 62.2 per cent up at Y5.5bn.

However, retailers in the mid to low-range bracket have fared less well. Ito-Yokado, a leading supermarket operator, yesterday reported a 4.9 per cent year-

on-year decline in unconsolidated recurring profit, to Y38.56bn for the first half. Total sales rose 1.4 per cent to Y773.53bn, due largely to the opening of three new outlets, but existing-store sales slipped about 2 per cent. Net profit fell 3.4 per cent to Y24.65bn, with an interim dividend unchanged at Y16 a share.

For the year, Ito-Yokado projects a recurring profit of Y80.5bn, up 5.1 per cent.

Meanwhile, Seven-Eleven Japan, the country's largest convenience store operator

and a subsidiary of the Ito-Yokado group, outperformed its parent. Unconsolidated recurring profit for the March-August first half rose 5.6 per cent from a year earlier, to Y55.39bn. Overall sales rose 9.5 per cent to Y123.52bn, largely because of the opening of a record 266 new stores and strong sales.

Net profit rose 4 per cent to Y29.55bn, or Y70.97 a share, down from Y75.09 a year earlier. Seven-Eleven Japan will leave its interim dividend unchanged at Y17.50 for an annual total of

Y35. For the full year, it expects pre-tax profits of Y104bn, up 6 per cent.

Another supermarket chain operator, Tokyu Store Chain, reported a 14.5 per cent rise in first-half unconsolidated recurring profit to Y2.61bn, resulting largely from strong sales at a new store in Kanagawa Prefecture, south of Tokyo, and marketing campaigns. Net profits rose 3.2 per cent to Y1.19bn on sales of Y146.15bn, up 7.8 per cent. The dividend was lifted to Y4.75 from Y4.5.

# Canadian banks seek safety in consolidation

Alliances and mergers may help the industry counter US competition, writes Bernard Simon

Canadian banks should be beaming. Profits have surged from one quarterly record to another, and banks have been among the strongest performers on the Toronto Stock Exchange this year. The banks have tightened their grip on the domestic financial services market by gobbling up securities firms and trust companies, and expanding into mutual funds and insurance.

Far from rejoicing, however, the chairmen of the big commercial banks are worried. Mr Matthew Barrett, Bank of Montreal chairman, echoed his colleagues when he warned recently that Canadian banks are failing to keep up with their foreign counterparts.

"The distinction between our home turf and foreign turf, between the domestic and international markets, is steadily being eroded," Mr Barrett said. He predicted that the new US "mega-banks" will sooner rather than later cast their eyes across the border.

Non-bank financial institutions, such as Fidelity Investments and GE Capital, already have a strong presence in Canada. "If Canadians wish to retain a sound, stable and predominantly

Canadian-owned banking industry, they have to accept that their big banks are going to become much larger," Mr Barrett added.

Canada's banks were for many years in the top rank of global banking. Royal Bank of Canada and Canadian Imperial Bank of Commerce, the two biggest measured by assets, were in the world's top 20 in the 1970s.

RBC, with assets of C\$200bn (US\$147.6bn), is now down in the 60s. The merger of Chase Manhattan and Chemical Bank in the US has created a group two and a half times this size.

Canadian banks were also envied for their stable retail deposits, strong capital base and solid asset quality. But Mr Michael Goldberg, analyst at James Capel Canada, says they no longer have much to boast about in comparison with US institutions.

Few doubt that mergers and acquisitions would enable the banks to achieve the substantial economies of scale and to cut costs by trimming their vast branch networks. The six banks between them have more than 7,000 branches with 175,000 employees.

However, Canadian banks have so far been isolated from the wave of mergers in

other parts of the world. The Bank Act bars any single shareholder from acquiring more than 10 per cent of a Schedule 1 chartered bank. No such curbs apply to foreign bank subsidiaries.

Furthermore, the banks have long assumed that the political climate rules out further mergers of the kind that created most of them in the first place.

Canadians have an ambivalent attitude toward their banks. They value them as depositories for their savings, which streamed into the banks when a

number of trust companies faltered in the early 1990s. But the banks are also viewed as too powerful, too profitable and out of touch with their customers. Those attitudes would no doubt burden with the branch closures and job losses that mergers would bring.

For the time being, the banks have chosen a less visible way of achieving, in Mr Goldberg's words, "consolidation without the political hassle".

Canadian Imperial Bank of Commerce and Bank of Nova Scotia agreed last summer to pool their information technology functions, including

computer centres, statement processing and telecommunications networks. CIBC and Scotiabank expect their partnership to cut 15 per cent from operating expenses of C\$650m a year.

Three other banks - Royal Bank of Montreal and Toronto-Dominion - have forged a similar, though less ambitious, alliance.

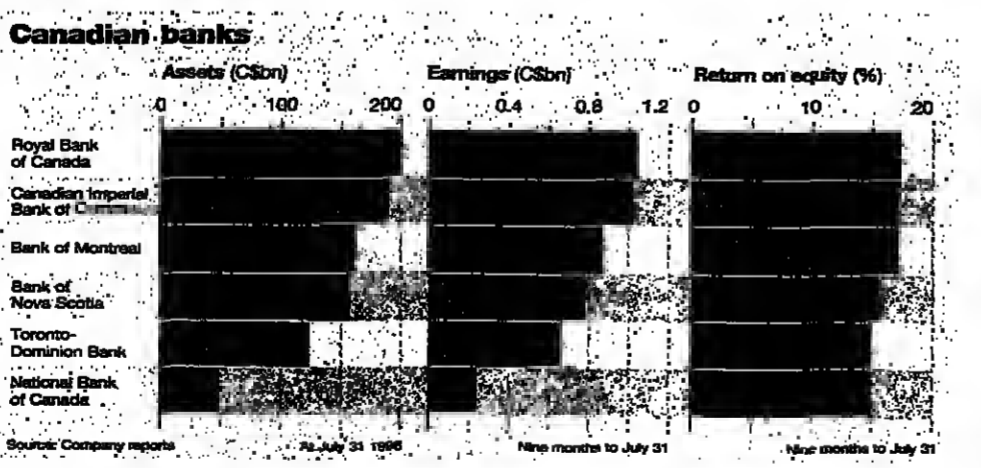
But the banks are pushing for more. Mr Barrett has proposed removing or modifying the 10 per cent ownership rule. Mr John Cleghorn, Royal Bank's chairman, has urged the authorities to allow further consolidation of financial services.

These suggestions will be considered by a task force on the future of Canadian financial services, but it is not expected to report until early 1998 and its recommendations could take several years to implement. In the meantime, the justification for the banks' concern may become increasingly apparent.

Foreign banks are pushing for changes that would allow them to operate as branches of their parent companies, rather than as separate subsidiaries. The present regulations restrict their lending by limiting access to the parent's balance sheet.

Foreign banks found a sympathetic ear in Ottawa earlier this month when they asked parliament not to wait for the task force to complete its work before implementing their change of status.

These banks appear to have convinced parliamentarians that reform would enable them to compete more vigorously with domestic banks to the benefit of Canadian consumers. They may also have handed Canadian banks another persuasive argument for relaxing ownership rules.



COMPANIES AND FINANCE: ASIA-PACIFIC

Petronas lines up Vietnamese PVC holding

By James Kyrgis in Kuala Lumpur

Petroleum Nasional (Petronas), Malaysia's state oil and gas company, has signed a letter of intent to take a 40 per cent stake in a polyvinyl chloride (PVC) venture in Vietnam.

The stake would make the Malaysian company the majority shareholder in the plant, to be built near the

Vung Tau area in southern Vietnam.

It will add a key downstream link in Petronas's already significant involvement in Vietnam's oil, gas and petroleum products sector.

The venture is expected to be finalised soon, industry sources said yesterday. The other partners in the project are Marubeni, the Japanese trading company, and two

Vietnamese groups including Vietnam.

The plant, which is expected to be completed in 1999 and have about 100,000 tonnes of capacity, is expected to cost \$105m.

The share that Petronas plans to take up was originally allotted to Orychem, an affiliate of Occidental Petroleum of the US.

Orychem pulled out because of fears of possible overcapacity in Vietnam after it learned that a second PVC plant had been approved by the authorities. PVC is a plastic resin used as a coating, and in clothing and other applications.

The feedstocks for the PVC plant may, initially at least, be imported from Petronas's facilities in Malaysia.

For Petronas, one of Malaysia's biggest and most profitable companies, the investment will bolster its considerable involvement and influence in Vietnam.

The company owns and operates two offshore exploration blocks near Vung Tau, and has recently made considerable commercial discoveries in them. It began oil production from another field, Dai Hung, in which it has a 20 per cent

stake, in October 1994.

The company signed an agreement in March this year to take a stake in an oil refinery in Dung Quat, central Vietnam. The plant is expected to have capacity of 130,000 barrels a day.

It also has a 49 per cent stake in a liquefied petroleum gas terminal and bottling plant with capacity of 20,000 tonnes a year in Hai Phong.

ASIA-PACIFIC NEWS DIGEST

Woodside moves to extend gas project

Woodside Petroleum, operator of the North West Shelf oil and gas project in Western Australia, has submitted a formal proposal to expand the facilities. Woodside said it held meetings this week with its Japanese gas and power utility customers, following "indications" in June that they would be interested in the A\$6bn (US\$4.7bn) expansion.

The proposal involves adding two production trains to the three already operating. This would add about 7m tonnes a year to existing sales capacity of 7.5m tonnes. "Subject to the requirements of the buyers, the expansion could be on stream in 2003," Woodside said. Its partners in the venture include Shell, BP and Chevron, as well as Australia's BHP and Japan Australia LNG, a venture between Mitsui and Mitsubishi. Nikki Tait, Sydney

Normandy merger setback

North Flinders Mines, one of the companies involved in the four-way merger plan initiated by Mr Robert Champion de Crespigny's Normandy group, said yesterday investors representing just under 74 per cent of its shares had accepted the Normandy terms. However, this leaves the bidder well short of the 90 per cent at which it can mop up minority holdings.

About 13 per cent of North Flinders is still held by France's Société Générale, which wants better terms, according to Normandy. "Société Générale have made it quite clear they're not going to sell - so when you say how confident am I that they will, I am pretty confident they won't," said Mr Anthony Palmer, North Flinders chairman. "If Société Générale don't accept or don't sell to a third party we can't get (the merger)," he said. North Flinders reported an after-tax profit of A\$7.09m (US\$5.6m) for the first quarter to end-September, little changed from A\$7.5m a year ago. Nikki Tait

Foster's expands in S America

Foster's Brewing, the Melbourne-based drinks group, is to follow up its launch of Foster's Lager in Chile last month with a push into Argentina by the end of the year. Mr Richard Scully, senior vice-president of Foster's international, said South American beer consumption was showing "dramatic growth and we naturally want to establish the Foster's brand there". Nikki Tait

Pakistan gets to grips with \$28bn debt load

Mr Benazir Bhutto, the Pakistani prime minister, had some carefully chosen words of comfort for the bankers and international institutions who have lent her country a total of \$28bn.

"We have never defaulted on any of our external commitments. Nor will we," she said during a visit to London this month. It was a message designed to reassure, but the fact that such a statement was made reflected a degree of unease in the markets.

Pakistan's debt is "becoming more short-term and more expensive", says Ms Fatma Shah, economist with HSBC James Capel.

The country's debt repayments amounted to \$3bn last year, according to Mr V. A. Jafarey, Ms Bhutto's economic adviser. This is a large sum for a country with exports of less than \$8bn. Out of Pakistan's total foreign debt of \$28bn, some \$5.5bn is short-term.

The figure does not include some \$8bn of dollar deposits by overseas investors in Pakistani banks, about half of which effectively counts as short-term debt and on which the government also relies for foreign exchange. The government has also been forced to focus on short-term borrowing as overall terms in the market have hardened.

The decision by the International Monetary Fund in June to withhold disbursements on its \$600m loan to Pakistan because of its concerns over fiscal policy made foreign lenders reluctant to roll over commercial debt.

With a heavy bunching of maturities in the September quarter - amounting, says Mr Jafarey, to more than \$1bn - Pakistan was obliged to draw heavily on its foreign exchange reserves.

As a result, the reserves have nearly halved since the June budget, to \$830m, equivalent to just five weeks

of imports. With a further lump of debt repayments falling due in the current quarter, Pakistan faces a serious squeeze.

Admittedly, some banks are still willing to lend: a \$100m, one-year oil import facility syndicated recently by ANZ, the Australian bank, was oversubscribed - but that is a rarity. Most lenders were simply repaid as their loans fell due. One US bank said it received back \$250m in September without even being asked to refinance.

Pakistan is also trying to raise money by speeding up its privatisation programme. Mr Naveed Qamar, privatisation minister, this week announced plans to float 10 per cent of the Kot Addu power station for around \$100m at end-December, and sell a further 10 per cent to National Power of the UK. It is also seeking to raise

Pakistan: Foreign debt

Total outstanding at end-June	\$bn
1991	17.22
1992	18.23
1993	21.49
1994	23.7
1995	25.3
1996	28.0*

\*Preliminary Source: World Bank, Pakistan Oct 01

up to \$200m by securitising foreign exchange receipts of Pakistan Telecommunications (PTC) in a deal led by Citibank and ABN Amro.

As PTC handles more incoming than outgoing international calls, it has a regular flow of foreign exchange revenues from companies such as BT and AT&T. The securitisation deal allows PTC to borrow against this revenue, which then accrues to lenders.

The deal, which has been awarded an investment grade rating of BBB- by Standard and Poor's, the

credit rating agency, may be attractive to investors worried about Pakistan country risk, but bankers say Pakistan's decision to mortgage its future revenues is an indication that it cannot easily raise large amounts of conventional finance.

Bankers generally agree that a new arrangement with the IMF is essential if maturing debt is to be refinanced, but they also believe Pakistan should seek to borrow at longer maturities if its credit rating improves on the bank of an IMF deal.

Although it could have increased the latest \$100m oil import facility and secured extra money to meet debt repayments, it eventually decided not to in the hope that terms, which included a margin of 1 percentage point over money market rates and participation fees of up to 22.5 basis points, would improve after a deal with the IMF.

Earlier this year it placed

a \$150m, five-year floating-rate note through Citibank, with a margin over money market rates of 2 percentage points.

But, says Mr Jafarey, to achieve even that margin required the inclusion of a put option allowing investors to redeem their notes every 18 months.

With Moody's threatening to downgrade Pakistan's country rating, now may not be the time to seek longer-term finance.

"We have a policy of extending the maturity of our debt," says Mr Jafarey. "We could ask the banks for another floating-rate note at a longer maturity, but obviously we'll have to wait. The IMF endorsement would be the beginning, but we'll have to wait till we've rebuilt the reserves and the trade balance has improved."

Peter Montagnon and Farhan Bokhari

Argentine pulp buy

Consta Sulpas has agreed to buy pulp machinery for a total of \$100m. The deal will give Constas Sulpas a 45.54 per cent stake in the pulp maker. Constas Sulpas has investments in other pulp mills, but this is its largest. Argentina's high-powered pulp industry is the significant industry in the forestry sector of the country. The industry showed a 10 per cent increase in output in that year.

SE chief quits

The chairman of the Securities and Exchange Board of India (SEBI) has resigned. The resignation was accepted by the government. The board is responsible for regulating the securities market in India.

in market deal

The deal between the government and the private sector in the telecommunications market is expected to be finalised soon. The deal will allow private companies to enter the market and provide services to consumers.

ness hits Arab

The Arab world is expected to see a significant increase in economic activity in the coming years. This is due to the growing oil market and the increasing demand for goods and services.

iced for fall

The market is expected to be volatile in the coming months. This is due to the uncertainty surrounding the global economy and the impact of the recent events.

120bn bond issue

The government is planning to issue a \$120 billion bond to finance its infrastructure projects. This will help to improve the country's economic growth and create jobs for the population.

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picture a car of 20 years ago and one of today.  
now, think beyond design.

Japan emerging as one of the leading manufacturers, followed closely by Korea?  
the number of suppliers slashed by at least a factor of 20.  
the weight of a car has halved, as has fuel consumption, and development time.  
electronics have 10 times the functionality.  
companies must be capable of continually increasing their pace of change.  
differences between competitors will decide who survives.  
these differences can be quite dramatic  
between 1 and 3 million hours of engineering time to develop a new model.  
from 10 to 15 seconds per car at final test.  
between 500 and 20,000 suppliers  
supplier productivity differences of 250%  
the companies that will win will get cars from concept to volume  
in remarkable time and with no defects  
to survive, let alone flourish,  
demands an internal acceptance of the need to change  
at every level.  
we require both the intelligence and humility to learn  
from other sectors.  
it is change in its most extreme form.  
but even when we recognise the challenge,  
we don't always know how to address it.  
we need not just to think  
but to behave differently  
to create frameworks which encourage  
rather than restrict  
to put theory into practice.  
for only then can we really learn.  
few of us can do it alone.  
but, ultimately, for change to be sustainable,  
it can only come from within.  
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COMPANIES AND FINANCE: EUROPE / AFRICA

EUROPEAN NEWS DIGEST

**Banco Popular up 6% in third term**

Banco Popular, the Spanish banking group, posted third-quarter net attributable income up 6.2 per cent at Ptas45.5bn (\$354m). The improvement was in line with what Popular has reported over the year but analysts said the group, which is a net lender on the interbank market, could begin to show the strain from falling interest rates and increased competition in the domestic sector.

The pressure on margins was reflected in the net interest income of Ptas133.7bn, which was 4.7 per cent up year-on-year, but down on the 7.8 per cent increase reported in the first quarter of this year and on the 6.8 per cent rise in the first half. The return on average equity stood at 20.73 per cent, down from 21.45 per cent a year earlier.

Tom Burns, Madrid

**Acer in talks with Olivetti**

Acer, the Taiwanese electronics manufacturer, said yesterday it was in contact with Olivetti, fuelling speculation that it was going to buy the Italian group's personal computers business.

Mr Aldo Grech, managing director of Acer Italia, said the group has had, and still has, contacts with Olivetti. He refused to comment on whether the talks involved the PC unit, however. Sony and NEC have also been rumoured as potential bidders.

Olivetti said last night that the position had not changed since Mr Robert Colaninno, chief executive, indicated earlier this week that the group had found a partner but would not comment on the name.

Jane Martinson

**L'Oréal upbeat on growth**

L'Oréal, the French cosmetics group, reported first half operating profits up 15 per cent to FF3.1bn (\$654m) and predicted continued growth for the rest of the year. Profit before tax, employee profit-sharing and capital gains and losses - rose 12 per cent to FF4.1bn.

The group also released consolidated sales figures for the first nine months, up 12 per cent to FF4.6bn, or 8 per cent on a comparable basis. It said full 1996 net profit before capital gains and minority interests should be above 1995 levels, and both sales and pre-tax profits should be in line with the growth in sales for the first nine months.

Andrew Jack, Paris

**Bezeq agrees \$150m loan**

Bezeq, Israel's state-owned telecommunications company, said it had raised a \$150m syndicated loan from a group of international banks aimed at improving the country's telecommunications network. It also confirmed it was in the final stages of approving a five-year plan to invest \$1.1bn and streamline the company by cutting the workforce by 13 per cent to 8,250.

The move is to make Bezeq more attractive to foreign investors while the State of Israel is planning to reduce its current 77 per cent stake in the company to 53 per cent next year.

Avi Machlis, Jerusalem

**Iri minorities safeguarded**

Iri, the Italian state holding company, has moved to protect minority shareholders in the privatisation of Seat, the yellow pages activity of Stet, the telecoms group controlled by Iri. Seat, believed to be worth more than L3,000bn (\$1.95bn), is being spun off from Stet to raise cash for Iri before the telecoms group is itself privatised next year. Bidders for Iri's 61.27 per cent of Seat ordinary shares and 0.93 per cent of savings shares will also be obliged to make a public offer for the remaining ordinary and savings shares.

Robert Graham, Rome

**Telefónica sale adviser chosen**

The Spanish government has selected Rothschild, the merchant bank, as adviser in the sale of its 21 per cent stake in Telefónica, the national telecoms operator. Scheduled for late January or early February, the disposal is valued at Ptas469.1bn (\$3.63bn) at current market prices and the equity offering, the largest ever made in Spain, will represent the full privatisation of Telefónica.

Tom Burns, Madrid

**FT/S&P World Indices**

The committee which oversees the FT/S&P-Actuaries World Indices has announced how it will treat large share issues this autumn by two privatised European companies - Deutsche Telekom, the German telecommunications group, and Eni, the Italian energy group. Deutsche Telekom, which is making an initial public offering, will go into the indices on its second day of trading. Only its issued share capital will be included. This is expected to be about 98 per cent of the total, below the 25 per cent threshold for a stock to be given a 100 per cent index weighting. Eni's issue could increase its share capital in public hands from 15 per cent to about 25 per cent, but the committee has decided to include only its issued capital, when its weighting is adjusted on October 28, even if it nudges through the 25 per cent barrier.

Martin Dickson

**Higher costs cited for decline at AngloGold**

By Mark Ashurst in Johannesburg

The rising trend in the quarterly earnings of South African gold producers petered out yesterday as AngloGold announced a dip in net profits for the September quarter.

Analysts said the industry's performance for the three months to September 30 was unlikely to better that of the previous period. Despite a further weakening

of the rand and a buoyant gold price, earnings would fall short of the R601m (\$132.3m) achieved by the principal mining groups in the June quarter.

The decline reflected higher working costs at most mines, due in part to annual wage rises of 9-10 per cent. It brings to an end a year-long overall trend of increased quarterly earnings.

AngloGold, the gold and uranium division of Anglo American, reported a 3 per cent fall in after-tax profit to R312.3m. Gold production decreased marginally to 52,437kg. The average gold price received was 4 per cent higher at R54,919 per kg.

Working costs were almost 6 per cent up at R2,257.1m, reflecting the pay increases. Mr Bobby Godsell, chairman and chief executive, said wages accounted for about half of overall working costs. Capital expenditure increased by 11 per cent to R199.3m. Further capital was

required to develop the "blue skies" projects and fund ultra-deep level mining of existing ore reserves. Mr Godsell said the group needed "appropriate investment vehicles" for these projects, but he had no plans to cancel management contracts with individual mines.

The group had forfeited some of the benefits of the weaker rand as a result of forward sales. But Mr Kelvin Williams, marketing director, defended the hedging

strategy. The discount on the hedged price per kg had narrowed from R1,000 below spot price in the June quarter to about R100 below spot. Forward sales were pegged to both the rand and dollar to the rand and dollar, he said. The gold price, he said, the group had an "open hedging policy" which included spot, deferred contracts and put and call options "amenable to active management".

He denied suggestions that the gold price was influenced by forward selling.

"Price is not linearly determined by demand and supply. Numerous sources of above ground supply can trigger the market at times which cannot be forecast."

Gold production at Eldorado was 6 per cent higher at 4,208kg; at Vaal Reefs it rose 5 per cent to 16,965kg. At Freegold, production dropped 4 per cent to 20,381 kg. Western Deepes reported the largest decline of 6 per cent to 789kg.

Lex, Page 16

**Iberia eyes airlines in UK and US as allies**

By Tom Burns in Madrid

Iberia, the state-owned Spanish airline which was bailed out with fresh subsidies early this year, has put its sights on an alliance with British Airways and American Airlines in order to help it return to profitability.

Mr Xavier de Irala, who was appointed Iberia chairman in July, said yesterday an association with BA and the US carrier would be "a sure winner" but this was not the "only alternative" because "other negotiations were in progress and all options remain open".

The search for an ally in the airline industry has now become a priority for Iberia following its return to financial health following a Ptas87bn (\$672.7m) injection of state aid authorised by Brussels earlier this year.

Mr de Irala said the airline would post net profits of Ptas1.5bn this year after sustaining annual losses since 1993.

Mr de Irala said that Iberia could not face the future on its own. It needed allies to consolidate its European business and transatlantic routes. In return Iberia could bring to a future partnership its "dominant position" in Latin America.

"A strategic alliance is absolutely necessary if we are to consolidate our profitability and achieve the necessary critical mass," he said.

The search for a partner could involve a prospective European partner taking a shareholder stake in the Spanish airline.

"What would be logical would be an initial commercial agreement that would in turn make possible the partner's purchase of equity (in Iberia). At a European level the ally would take a stake because we are looking at cost synergies. With a US partner we would be looking for price synergies," Mr de Irala said.

Iberia is facing strong competition in its domestic market. Private sector airlines entered the market following deregulation and created a price war. A decision by Iberia to slash internal air fares prompted protests last week it was using government subsidies unfairly.

Mr de Irala rejected the charge and said he did not foresee problems with the European Commission over unfair competition.

**Finnish paper groups hit by falling prices**

By Hugh Carnegie in Stockholm

Two of Finland's big pulp and paper producers - UPM-Kymmene and Metsä-Serla - yesterday reported hefty drops in profits in the first eight months of the year as they were hit by an industry-wide trend of falling prices and weak demand.

UPM-Kymmene, Europe's biggest forestry sector company, said pre-tax profits tumbled from FM4.6bn at the same stage last year to FM2.6bn (\$665m). Earnings per share fell from FM14.51 to FM8.02.

The earnings collapse was even more dramatic at Metsä-Serla, which suffered from high one-time restructuring costs as well as the weak market. Pre-tax profits slid from FM1.3bn to FM336m, while earnings per

share fell from FM6.29 to FM1.37. The company warned of a loss in the final four-month period, but said the group would remain in profit for the year.

However, the results were in line with market expectations. UPM-Kymmene shares rose initially before finishing the day down FM0.30 at FM93, while Metsä-Serla's most-traded B shares closed up FM0.60 at FM29.20.

Analysts said UPM-Kymmene, the product of a merger last year between United Paper Mills and Kymmene, had performed well under the circumstances.

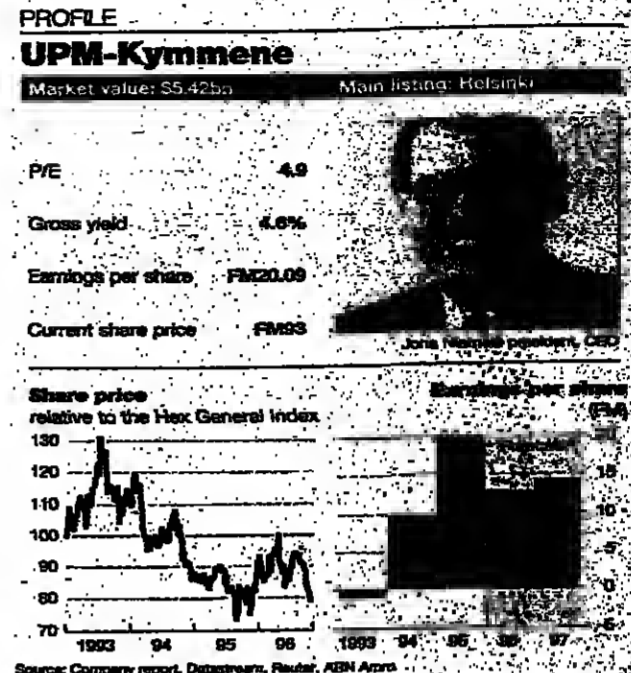
UPM-Kymmene operating profits in the second quarter, at FM1.5bn, were down from FM3.3bn at the same stage last year and FM1bn lower than in the first four months. Turnover in the first eight months fell from

FM35.6bn to FM33.8bn. Most of the blame was put on falling prices and demand for magazine paper, fine papers, sawn timber and pulp.

Newsprint profits rose due to higher prices. But UPM-Kymmene warned that newsprint prices and deliveries had weakened in the second four-month period as North American producers stepped up shipments to Europe. It warned that the trend was set to continue. Although prices for pulp, sawn timber and fine papers are moving up again, the outlook remained uncertain.

UPM-Kymmene said it expected profitability in the remainder of the year to stay at the levels of the second four-month period.

Metsä-Serla reported a significant increase in sales from FM8.6bn to FM9.5bn - but this was due to the effect



of acquisitions. Operating profits fell from FM1.6bn to FM575m.

Metsä said it was restructuring to sharpen its focus on packaging and printing papers, as well as pulp. One-time restructuring costs would reduce profits over the year by FM300m, it said.

**Amag sold to Austrian buyers**

By Eric Frey in Vienna

OIAG, the Austrian state holding company, yesterday agreed to sell the aluminium maker Austria Metall (Amag) to a group led by Amag chairman Mr Klaus Hammerer and Constantia.

In the country's last big industrial privatisation, OIAG selected the consortium's bid over competing offers from the German aluminium group Vereinigte Aluminiumwerke, a subsidiary of Vlag, and a joint offer by Bank Austria and Mr Herbert Laisnig, a prominent businessman.

Financial details were not disclosed, but it is known that the buyers would not put up any cash for Amag, which has been burdened by heavy debt since its near collapse in 1992.

Instead, Hammerer/Constantia insisted that OIAG inject Sch1.7bn (\$157m) in fresh capital into Amag to cover part of the estimated net debt of at least Sch3bn.

This was more than the rivals wanted, but Hammerer/Constantia is understood to have improved its bid yesterday by including a Sch500m bank guarantee for outstanding receivables from a German bank.

After several years of heavy losses Amag posted a net profit of Sch95m last year on sales of Sch8.5bn.

The company would report an operating loss of Sch150m this year because of lower aluminium prices, Mr Hammerer said, but would dip into reserves to achieve break-even. Sales would decline to about Sch7bn because of asset disposals.

**Sulzer Rüti cuts 950 jobs to stem mounting losses**

By William Hall in Zurich

Sulzer Rüti, the world's biggest producer of textile weaving machinery, is cutting its workforce by 950, or nearly a third, and concentrating its production at a single plant in Switzerland in an effort to stem mounting losses caused by competition from low-cost Asian machinery producers.

The group, which has lost money in four of the last five years, will base all future production of weaving machinery in Zuchwil, about 50km west of Zurich. It will halt output at Rüti, a small town in eastern Switzerland, which has been associated with textile machinery since 1842 when Caspar Honneger began building the world-famous Honneger cotton-weaving looms. The town will continue to be the group's

headquarters and research centre.

Sulzer Rüti has been trying to turn round its business since 1990, when it had a turnover of more than Sfr1bn and employed 4,400. However, the combination of a strong Swiss franc, cheaper overseas competition and the increasing productivity of its own machinery has led to a slump in demand for Sulzer's machines. Turnover dropped to Sfr900m (\$632m) last year and the group lost Sfr34m. Mr Thomas Pyl, of Bank Vontobel, expects losses to rise to Sfr90m this year, including a restructuring charge of about Sfr40m.

The scale of Rüti's problems is reflected in the fact that it has had to announce large-scale redundancies for the first time. It said yesterday 600 jobs would go in

Rüti - roughly half the workforce - and 300 at Zuchwil, the bigger of the two Swiss production plants.

Mr Helmut Pirchl, president of Sulzer Rüti, said that the company's 3,200 workforce was too big to support an annual turnover of around Sfr600m a year. New orders had fallen by 30 per cent this year and he expected the market for weaving machinery to continue to decline until 2000. By the end of 1997, production capacity will be less than half 1990 levels.

Mr Pirchl said the measures were necessary to secure a rapid return to profitability in the face of ongoing market decline and low demand. However, he did not expect Sulzer Rüti to make money in 1997 and said that it would be "difficult" to make a profit by 1998.

**Borsa link may usher new era for Milan**

Italians see chance to win back business from foreign exchanges

Home-sick Italian stockbrokers in London will soon have a new way to keep in touch with the Bel Paese - a dedicated telematic link to the Milan stock exchange.

With the implementation this year of the European Union's investment services directive, the way is open for remote dealing on national stock exchanges. Brokers in Frankfurt and New York should be able to trade on the borse as easily as Italian intermediaries who live and work round the corner from the exchange.

The Italian stock exchange council sees the new London "node" as one step in its campaign to promote direct dealing and win back business from foreign exchanges such as London's SEAQ, on which many large Italian stocks are already traded.

The wind of competition will blow in both directions, sweeping away earlier rules which obliged foreigners to set up or buy a local securities house or SIM (Società di Intermediazione Mobiliare) if they wanted to trade on Italian equity markets, and offered a measure of protection to local intermediaries.

Mr Francesco Cesarini, chairman of the Italian stock exchange council since March, says the so-called Eurosim law - which implements the investment services directive in Italy - will usher in a new era for the Italian markets and those who use them.

"We are aware that as the Eurosim law throws us directly into the international marketplace, we can't defend the quality of our market with rules," he said in a recent interview.

"In the medium term our market will be chosen by

Italian and foreign investors only if it offers a level of costs and services - liquidity, size, price continuity - comparable to and if possible better than competing markets."

Italy has started at a disadvantage compared with larger and more aggressive exchanges. For a G7 economy, Italy's stock market is still comparatively small, in spite of recent flotations and privatisations, the list of larger stocks is still dominated by financial and holding companies - many of which own other quoted groups - and the lower reaches clogged by securities which hardly trade.

Events like last year's abortive plan to merge Gemina, the investment group, with Ferruzzi Finanziaria, a holding company, or this autumn's management merry-go-round at Olivetti, the information technology group, have tainted the rest of the market with a reputation for lack of transparency and weak corporate governance.

Milan is one of the only completely automated European exchanges, but last month a rash of technical problems halted trading for a session, prompting an urgent review of the telematic system.

Nevertheless, Mr Cesarini says the exchange is approaching liberalisation in better shape than ever. "If the Eurosim law had arrived in 1991, we would not necessarily have had the chance to make the most of this opportunity, because the borse was still fragmented, and there were various old systems mixed together," he says.

Since then, however, the country's 10 stock exchanges



Francesco Cesarini: exchange is in better shape than ever

ting the privatisation, should set an upper limit on individual shareholdings and open the capital of the new company to all-comers. "We would prefer everyone to have the opportunity to buy shares at the outset," he says.

The treasury will take the final decision about how to privatise the stock exchange and Mr Mario Draghi, treasury director-general, said this week that it would not grant a "preferential role to any type of intermediary".

Mr Cesarini, himself chairman of Banca Popolare di Milano, one of Italy's largest banks, says traditional brokers will not lose out. Instead, he believes the SIMs will remain the market specialists, working mainly on behalf of large professional investors.

On the other hand, banks will handle the flotation of large companies on the market and encourage their retail clients to invest their extensive savings. Sint, he says, is simply "a sort of steering committee" for the next two years of transition.

Mr Cesarini also plays down the possibility that the mainly Italian intermediaries who will own the newly privatised exchange may slow the pace of liberalisation if they realise their own interests are being damaged by aggressive outside competitors. "If trading is carried out more by foreign intermediaries, that's obviously a slice taken away from the Italians, but these undesirable side-effects are completely overshadowed by the priority to grow the whole market," he says.

Andrew Hill

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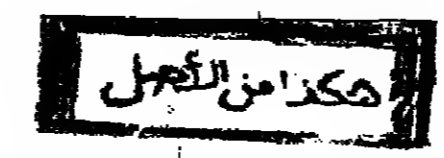
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COMPANIES AND FINANCE: UK

# Laird may reduce German workforce

By Tim Burt  
Laird Group, the engineering components and building products manufacturer, is considering cutting its workforce in Germany by up to 40 per cent as part of a reorganisation of its automotive activities.

The company, a large international supplier of vehicle sealing systems, has drawn up plans to outsource a growing proportion of manufacturing in Germany, where it produces almost 50 per cent of its automotive components.

Under the plans, Laird's German workforce could fall from 2,500 to 1,500 over the next two to three years. Mr

John Gardiner, chairman, said: "There is a tremendous change going on in German industry and Laird will not be exempt from that."

The phased programme, involving moving some production to lower cost plants in Spain and the Czech Republic, is not expected to lead to large one-off provisions. Laird blamed the need to make redundancies on high labour costs. According to company officials, those costs are up to DM40 (\$27) an hour in Germany, compared with DM25 an hour in France, DM15 in Spain and DM4 in the Czech Republic.

Concerns over German manufacturing costs have also been raised by other UK

engineering groups. Babcock International said it had cut its German workforce by almost 40 per cent to 440 in the past 12 months.

Mr Nick Salmon, chief executive, said yesterday: "We will still manufacture high value-added products in Germany, but basic activities can be done more cheaply elsewhere."

Laird, meanwhile, hinted at a more aggressive investment strategy in other locations. The company, which is expected to open its first North American automotive components plant next year, said growing demand from US carmakers could force it to build another plant there before the end of the decade.

# Germans warn T&N on takeover

By Tim Burt  
Kolbenschmidt, the German pistons manufacturer being pursued by T&N, has warned the UK engineering group that it was unlikely ever to win cartel approval for its proposed takeover.

The company, one of Europe's leading suppliers of automotive pistons and friction bearings, said T&N's continued interest was hampering its expansion plans.

T&N has secured options over 49.99 per cent of Kolbenschmidt - held on its behalf by Commerzbank - for DM282.6m (\$191.6m). But the cartel office in Berlin has so far refused to sanction the deal.

"It is a very unhelpful situation," according to Kolbenschmidt. "We want to grow overseas but our expansion has been blocked by T&N's interest."

T&N, which has held the options for more than two years, yesterday rejected that suggestion.

So far, the cartel office has blocked the takeover on the grounds that it would make Kolbenschmidt a captive customer of Goetze, T&N's German piston ring manufacturer, and create unfair competition in the piston components market.

This week Kolbenschmidt predicted that T&N's appeal against that decision - due to be heard next February - would fail.

# Exceptionals leave Albert Fisher in loss

By David Blackwell  
Goodwill write-backs at Albert Fisher, the fresh food supplier that last week announced the £73.5m (\$114.7m) disposal of its North American distribution business, helped push the group £110.9m into the red in the year to August. Profits last time were £31.1m.

Exceptional costs, including the North American disposal and the withdrawal earlier in the year from wholesale distribution in Germany, totalled £151m. Almost £125m was for goodwill write-backs.

Operating profits rose 24 per cent, from £36.3m to £45m. Sales were 12 per cent ahead at £1.24bn.

"By any definition this has been a year of considerable progress," said Mr Stephen Wells, chairman, adding the group was "now seeing strong sustained growth from its core operations".

Mr Wells said in the past 3½ years, Albert Fisher had disposed of businesses that accounted for 60 per cent of

its turnover. Now that 70 per cent of the revenue base was in operations where value could be added, the challenge was to build shareholder value through organic growth.

Next month, Mr Neil England, currently Moscow-based vice president of Mars, takes up the new post of chief executive. He will be expected to apply his sales and marketing skills to the four remaining divisions - produce, seafood, processed food in Europe and processed produce in the US.

The best performing division was European food processing. Operating profits jumped to £19.4m (£12.1m) on sales up from £246m to £271m. Frozen foods and sauces performed well.

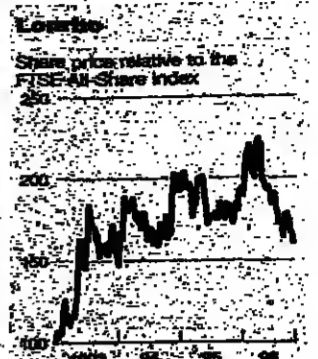
European produce profits rose to £12.7m (£13.4m) on sales 5 per cent ahead to £99m. The remaining North American produce division lifted profits to £5.2m (£3.2m).

Weather-related problems held profits at the seafood division to £7.7m (£7.5m).

# LEX COMMENT Lonrho

It is like the good old days at Lonrho, with whispers over potential buyers, confusion over future structure and a steadily declining share price. Since Mr Dieter Bock, Lonrho's chief executive, secured a profitable exit for his investment with a sale option to Anglo American, Lonrho shares have fallen 23 per cent. Mr Bock tells a good tale of delivering value through break-up and disposals, but his willingness to secure his own exit suggested to cynics there would be little value left for anyone else. That is probably untrue. The sale of Lonrho's hotels should bring almost £700m. With the likely sale of its UK car business, Lonrho would be left with less than £100m of debt, a vast improvement given Lonrho's poor cashflow. It should then push ahead with a demerger of its African trading arm - preferable to flotation, since if there is value to be unlocked it should go to existing shareholders - leaving investors with two pieces of paper: mining and trading.

The mining company has fallen in value with gold and platinum prices but it holds attractive assets. Rumours that Anglo may not take up its Lonrho option seem unlikely, but even that could herald a bid from elsewhere. The African trading business offers emerging market appeal, albeit diluted by weak cashflow. It is hard to compute a break-up value that is not 20 per cent higher than the share price. But, given the pace of the restructuring programme, it could take a long time to get there.



# Ugland in \$200m deal

Dealings in shares of Ugland International Holdings, a ship-owning and management group, were suspended yesterday after it unveiled a deal worth up to \$200m to acquire the Ugland family's vehicle carrier interests.

The size of the transaction classifies it as a reverse takeover, prompting UH to seek a temporary suspension. Trading was halted at 6.30p.

UH is to acquire the family's 50 per cent stake in Høgh-Ugland Auto Lines (HUAL) for an initial \$160m, followed by up to \$40m.

# Sydney may get M&S knickers

By Peggy Hollinger  
Marks and Spencer's famous knickers could go on sale in Sydney next year, as Britain's largest clothing retailer prepares to launch a franchise chain in Australia.

The company announced yesterday that it would start looking for potential franchise partners in Australia early in 1997. "It is another significant step in our ambition to be a major global retailer," said Mr Keith Oates, deputy chairman.

M&S has recently stepped

up its international ambitions, announcing that it plans to spend £380m (\$593m) on expansion abroad in the next three years.

While it has already announced aggressive opening programmes in Europe - planning 25 stores in Germany - it also has plans for south-east Asia, where much of the expansion will be done via franchise agreements.

In September, the group clinched a franchise arrangement in South Korea, and it is known to have ambitions in China.

# The changing of the guard

Raymond Snoddy interviews Pearson's next chief executive

Ms Marjorie Scardino, named yesterday as the next chief executive of Pearson, is not the sort of person the City wanted to replace Mr Frank Barlow, the current managing director, when he retires.

Analysts were sure that what was needed was someone like Mr Gerry Robinson of Granada or Lord Hollick of United News & Media - a big hitter from outside who could go in and make the sort of changes that many of them say are necessary for Pearson, which publishes the Financial Times: more focus, and more effort to unlock the potential of distinguished brands.

"They see Mrs Scardino - believed to be the first female chief executive of a FTSE 100 company - as someone who has run a small outpost of the Pearson empire, the weekly Economist magazine: in short, a "quasi-insider".

The shares were knocked down 13p at one stage after yesterday's announcement and finished the day down 11½p at 676½p.

Mrs Scardino, an American, a lawyer and former journalist who transformed the circulation of The Economist in the US understands the reaction of the City.

"I am completely unknown to any of these people and my track record at The Economist is also unknown," she says, pointing to the tradition of anonymity at the



Not an insider - Marjorie Scardino is joining 'the boys' club'

boys' club. At least I'm not a boy. I haven't been to Eton and I don't speak English properly," laughs Mrs Scardino, a tall imposing Texan. With her husband Albert, a journalist, she founded The Georgia Gazette newspaper which won a Pulitzer prize but was not a commercial success. "You learn more from failure than success," she says.

The new Pearson chief executive is blunt about the state of the company.

"The performance is not nearly what I want from a company I was involved with. It has huge room for improvement. The profit performance has clearly been inadequate and there's a lot more movement to be had in that," she says. Every morning for the past two weeks in her shower she has been asking herself what sort of company Pearson should be, and what what sort of businesses it should be in.

She does not yet have answers but they are likely to be radical. She has warned the board that Pearson she will "turn the place upside down if that is what she deems necessary."

Mrs Scardino vehemently contests the perception that a Pearson insider has been appointed. The Economist, 50 per cent owned by Pearson, values its separateness and independence. "I have all the disadvantages of an outsider and none of the advantages. I know everyone thinks this [Pearson] is a

RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Albert Fisher	1,698	(1,650)	110.9	(31.1)	17.07	(2.5)	1.9	3.75
Alliance Res S	3.69	(1.48)	3.69	(16.1)	0.81	(0.1)	-	-
Berry Birch Noble	3.99	(3.24)	0.355	(0.48)	4.5	(1.2)	1	0.9
Brigford	0.31	(0.12)	0.073	(0.094)	0.31	(0.3)	0.1	0.2
Dragon Oil S	1.58	(2.5)	0.169	(1.2)	0.11	(0.9)	-	-
Glencore (ML)	198.3	(191.8)	8.73	(8.45)	57.45	(52.66)	12.31	11.45
MT	86.8	(77.1)	12.6	(6.12)	6.57	(6.33)	1.7	1.4
News Pictorially	1.84	(1.58)	0.141	(0.202)	0.58	(1.34)	-	-
WEN	115.7	(122.1)	3.05	(4.06)	2.2	(1.65)	-	0.7
Wilmington	15.6	(12.2)	2.08	(1.28)	1.91	(1.54)	-	0.25

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10% increased capital. SUS currency. AIM stock. SLM stock. First interim. \*Comparatives restated.

This announcement appears as a matter of record only.

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NOTICE TO BONDHOLDERS

**Far Eastern Department Stores Ltd.**  
(Incorporated with limited liability under the laws of the Republic of China)  
(the "Company")

US\$ 75,000,000  
3 per cent. Bonds due 2001

This is to inform you that effective from October 21, 1996, the Conversion Right relating to the Bonds will be exercisable.

Following a further amendment to the Regulations Governing Securities Investment by Overseas Chinese & Foreign Nationals and Procedures for Remittance, a foreign investor holding overseas convertible bonds and intending to effect conversion should appoint an agent to handle, for and on behalf of the foreign investor, conversion of bonds into common shares (or Entitlement Certificate) and opening of a securities trading account with a local broker-dealer firm, keeping in custody of securities, paying ROC taxes, making confirmation and settlement, remitting funds, exercising shareholders' rights and performing such other matters as may be designated by such converting bondholder.

The local agent must be a financial institution which is approved by the ROC Ministry of Finance to engage in agency business. In opening a securities trading account, the local agent, on behalf of the bondholder, should first obtain approval from the Taiwan Stock Exchange. Bondholders should consult with their agent regarding the trading account and New Taiwan dollar account for the settlement of securities transactions.

Within five days from the Conversion Date, the Company will issue and deliver Entitlement Certificates to the local agent of the bondholder. The English translation of the key provisions of Entitlement Certificates will be available at the offices of the Conversion Agent. The Company will issue Common Shares to replace Entitlement Certificates once a year. The Company has fixed the close of business on December 27 of each year as a consolidation date ("Consolidation Date"). After the Consolidation Date, the Company will proceed with necessary filing and registration for capital increase in order to issue new shares in exchange for the Entitlement Certificates issued and outstanding on or before such Consolidation Date (including those for which Entitlement Certificates have not yet been issued, but have been registered in the Company's shareholders register, as applicable).

Bondholders should also consult the terms and conditions regarding conversion contained in the Offering Circular and Indenture should they wish to effect conversion.

As a result of the rights issue of 40,513,431 shares by the Company on October 3, 1996, the conversion price of the Convertible Bonds will, in accordance with the Indenture dated July 6, 1994, be adjusted from NTS 39.74 to NTS 38.25 with effect from October 3, 1996.

The address of the Share Transfer Agent, Oriental Securities Corp., of the Company has moved from 2nd Floor, 130 Yen Ping South Road, Taipei, Taiwan, Republic of China to 3rd Floor, 86 Chang Ching South Road Sec. 2, Taipei, Taiwan, Republic of China.

October 18, 1996

The Financial Times plans to publish a Survey on

## Isle of Man

on Wednesday, November 13.

The survey will focus on: Banking, investment funds, insurance (including equities), trusts and offshore companies, private portfolio management, S&P's research and its investment, The South African connection on the island, The film industry and tourism, with its 30 print centres worldwide and availability in 160 countries, it is not surprising the FT:

- is read by 21% of Europe's professional investment community
- is considered by over one in three of Asia's professional investment community as their most important business reading
- is the 'favorite' amongst the world's financial directors' with a coverage of 72%.

\* The Professional Investment Community, Worldwide, Survey 1993/4  
\*\* ING Bank Readership Survey 1995

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NOTICE IS HEREBY GIVEN that, in accordance with Condition 20 of the Paying Agency Agreement, S.C. Warburg & Co. Ltd. has resigned as Paying Agent for the Bonds and its resignation shall become effective as of November 18, 1996. Of even date therewith Morgan Guaranty Trust Company of New York, London Office is appointed as Principal Paying Agent pursuant to the provisions of the Paying Agency Agreement dated as of July 20, 1991.

Morgan Guaranty Trust Company of New York  
60 Victoria Embankment  
London EC4Y 0JP

By: Lloyds TSB Group  
Dated: October 18, 1996

مكتبة الامم المتحدة

FINANCIAL TIMES SURVEY

Friday October 18 1996

# AYRSHIRE Feeding strong roots

### Business leaders aim to attract more inward investment to this south-west region of Scotland, writes James Buxton

Ayrshire is a place that still makes things, says Mr David Macdonald. "We have 400,000 people, which is 7.8 per cent of Scotland's population, but we produce no less than 15 per cent of its manufacturing output."

To many people Ayrshire is best known for famous golf courses such as Turnberry and Troon, for its rolling green countryside, for its moist and relatively warm climate, for its long coastline looking out on the Firth of Clyde, and for being the birthplace of the poet Robert Burns.

In economic terms those are all valuable assets, underpinning a tourist industry worth more than £200m a year and providing a good quality of life for many of Ayrshire's inhabitants.

But Enterprise Ayrshire, the local enterprise company of which Mr Macdonald is chief executive, is charged with improving the economy, and that involves focusing on manufacturing. Important manufacturers in the area make pharmaceuticals, vehicles, textiles, computers, whisky and aerospace products.

Products from Ayrshire include household names such as Johnny Walker, one of the world's best selling whiskies, blended in Kilmarnock; computers from the US company Digital made at Ayr and Irvine; and Jetstream aircraft, built by British Aerospace at Prestwick.

others are the plants of UK companies such as Smith-Kline Beecham, the pharmaceuticals group, Imperial Chemical Industries and Fullarton Computer Industries, a home-grown contract manufacturer for the computer sector which belongs to Laird Group (see page 117).

Mr Macdonald does not accept the description of Ayrshire as a branch plant economy. "I'm not sure branch plants are a local issue any more. Isn't this sort of thing happening everywhere in the world? Each of these plants has very simply got to be the best at what it does, wherever it is."

Even so, Mr Bill Miller, a leading Ayrshire businessman who founded Prestwick Circuits, a printed circuit board maker, is convinced that the most effective companies in Ayrshire are often ones based locally. "You've got to have people with fire in their bellies determined to do things for the local community," he says.

In addition to Fullarton, which now employs about 2,000 people at Irvine, he points to RIK Ltd, a company set up by local businessmen (including Mr Miller) which bought Prestwick airport in 1992 and is expanding its business. Scheduled flights now operate to London Stansted, Dublin and Belfast, and charter holiday traffic is growing rapidly (see page 117).



A Skillsseeker and Gutzan castle: manufacturing and tourism drive the Ayrshire economy

training, especially in the textile and engineering sectors where there are several medium-sized companies.

Although Ayrshire contains prosperous towns, such as Ayr and Troon, its average level of unemployment is more than 12 per cent, four percentage points above the Scottish average, and there are pockets of very high unemployment, especially among men.

The Cumnock and Sanquhar area in the south where the deep coal mines have closed has one of the highest rates of unemployment in the UK.

Along the coast, Irvine, whose new town status ends in December, and the adjoining towns of Ardrossan, Saltcoats and Stevenston have

high unemployment and pockets of deprivation, because of the rundown of the ICI explosives plant at Ardeer.

While unemployment is acknowledged by Enterprise Ayrshire to be one of Ayrshire's problems, the agency also lists the absence of competitive sites for modern business as a problem to be overcome. Its business plan draws attention to Ayrshire's 2m sq ft of industrial space but much of this is of poor quality and unsuitable for investment.

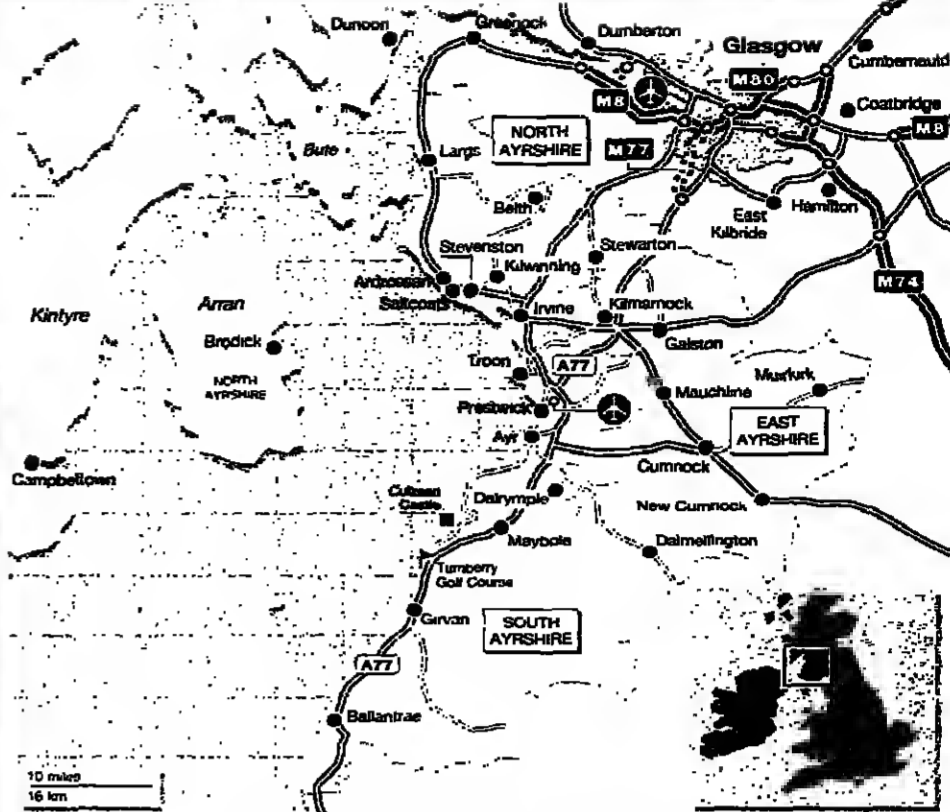
However a 30 acre business park is now being developed at Rowallan outside Kilmarnock, and plans have been approved for upgrading Riverside business park at Irvine. Shaw

Farm estate at Prestwick is also being developed.

Ayrshire is a geographical expression rather than a local government unit. Although many people in the former county would have liked Ayrshire to have become a single tier council in the 1994 reorganisation of Scottish local government, the government decided to create three unitary authorities, for North Ayrshire, East Ayrshire and South Ayrshire.

The new authorities at least contain the word Ayrshire in their names which their predecessors did not, and although they each have their own agendas for economic development they co-operate with each other.

The chairmen of all three



councils are on the board of Enterprise Ayrshire, and each council participates in the Ayrshire Location Service whose remit is to "secure location decisions for the benefit of Ayrshire".

This means encouraging companies which are considering locating in the area, and helping those already in Ayrshire to put down stronger roots. The work of finding companies from outside Scotland to come to Ayrshire is the responsibility of Locate in Scotland, based in Glasgow.

In East Ayrshire the council, based at Kilmarnock, has made the "drive for jobs and economic development" its top priority, and recently established the East Ayrshire Business Partnership with the private sector to assist small businesses.

South Ayrshire, housed in the splendid former county buildings in the centre of Ayr, has taken the most radical approach of the three councils to its own structure, setting up only seven departments to administer all its services.

"We want to change the face of local government in this area," says Mr Graham Thorley, chief executive. "It has a long way to go to win back the trust of the public.

We are in a race to catch up with the best practices of the private sector."

At North Ayrshire, based at Irvine, optimism is highlighted by what Mr Sam Gooding, chairman of infrastructure and environment services, calls the "silent closure" of the ICI complex at Ardeer. The number of people employed at Ardeer, which still makes explosives, has dropped from 4,500 in 1980 to between 400 and 450 today, and was as high as 12,000 in 1950.

Mrs Ann Hopkins, North Ayrshire business development manager, says: "About as many jobs have gone here as were lost with the rundown of the Ravenscraig steel plant in Lanarkshire, but we've had nothing like the level of government assistance that Lanarkshire's received."

Mr Gooding says Irvine new town "was supposed to be the saviour of North Ayrshire. But its population only grew to a quarter of that projected. The energies of leading people in Ayrshire are now focused on two objectives. First, in a move which is aimed at boosting Prestwick airport, they are campaigning with leading Scottish business organisations to persuade the govern-

ment to relax the international rules governing air freight.

At the moment aircraft from the US are not allowed to pick up cargo at Prestwick and fly it on to Europe, which means that manufacturers in Scotland lose expensive time sending goods via London Heathrow. "We are trying to get the government to see this as an industrial and not a transport issue," says Mr Graham Shaw of Enterprise Ayrshire.

A longer term concern are the roads. The construction of the M77 motorway through the southern suburbs of Glasgow is progressing well and when complete next year will greatly speed up journey times to Ayrshire.

But roads to the east linking Ayrshire with the M74 north-south motorway are notoriously slow, and there are few plans to upgrade them. The Scottish Office is not making the issue a priority and people in Ayrshire are divided as to whether the main link should be the A70 or the A71.

If Ayrshire is to have a communications infrastructure suitable for the 21st century, as Enterprise Ayrshire wants, big improvements are essential.

# AYRSHIRE'S GOOD FOR BUSINESS



## "...and that's good for you too!"

RODNEY LARKINS, BUSINESS LOCATION MANAGER, AYRSHIRE LOCATION SERVICE

### In Ayrshire we have the companies, the people and the skills to compete with the best in the world.

Rhor Inc., the US Corporation with headquarters near San Diego, has selected Prestwick, Ayrshire, to expand its European overhaul and repair presence. The company's core business is the design, manufacture and support of aircraft engine nacelle systems and components for large commercial aircraft.

Bob Gustafson, Vice President, Customer Support at Rhor comments: "Prestwick was specifically chosen based on the availability of a sound aerospace-oriented infrastructure, highly skilled labour pool, and the easy accessibility of the Prestwick site."

Ayrshire boasts a thriving, dynamic cluster of world class companies in a range of sectors including aerospace, engineering, electronics, chemicals, textiles, food & drink, and tourism. Indigenous companies planning for growth or companies looking for a new location can benefit from financial and training assistance, excellent access to European and International markets and superior supply chain networks.

To find out how Ayrshire can be good for you and your company, contact the Ayrshire Location Service, a dedicated team which will work closely with you to develop tailor made business location proposals and deliver solutions to meet your specific business needs.



**AYRSHIRE LOCATION SERVICE**



FOR FURTHER INFORMATION CONTACT RODNEY LARKINS AT THE AYRSHIRE LOCATION SERVICE ON 01563 526623. E-MAIL: RODNEY.LARKINS@SCOTENT.CO.UK

17/19 HILL STREET, KILMARNOCK, AYRSHIRE KA3 1HA.

II AYRSHIRE

■ Economy: by James Buxton

# Investment in the air

Electronics and aerospace industries underpin the local economy

A recent announcement that Rohr, a US aerospace components group, is to set up an \$8.7m repair and service facility at Prestwick could easily have been ignored amid the stream of inward investment successes which Scotland has achieved lately. But it was significant not just because it was a rare example of an inward investment that had nothing to do with Scotland's electronics industry, but because it emphasised that Ayrshire has a significant foothold in the aerospace industry.

Rohr is a California-based company which makes nacelles and pylons for aeroplanes. It will join British Aerospace and the US aero-engine service company Greenwood Caledonian at plants close to Prestwick airport, and it expects to create 200 jobs in the next five years.

In the longer term Enterprise Ayrshire hopes Prestwick might develop further as a centre for airframe maintenance.

But though CWW Logistics, a transport company, recently announced it was building a £1.4m freight handling facility at the airport, it is not all good news at Prestwick. Employment has fallen noticeably at the British Aerospace plant, where 2,500 people were working in 1993.

Since then, the management of BAe Jetstream has moved to Toulouse as a result of a joint venture in regional aircraft with Aerospaziale of France and Alenia of Italy. Sales of the Jetstream 41 regional turbo-prop aircraft, which were buoyant in 1994, have slumped.

Annual production has been cut from 30 to fewer than 20 aircraft, while the Jetstream 61 model has been scrapped. The plant is now divided between BAe Jetstream, which assembles aircraft, and BAe Aerostructures which makes

aerostructure parts both for Jetstream and for other aircraft. Recently Jetstream has cut its workforce by 250 to 711 and Aerostructures by 300 to 913, making 1,624 in all.

There is also uncertainty over the Civil Aviation Authority's air traffic control centre at Prestwick, where 650 people are employed controlling the air-space of northern Britain and much of the north Atlantic.

A £230m project to upgrade the Prestwick control centre following the recent construction of a new centre at Swanwick near Southampton is under review, and trade unions at

tract manufacturer, based at Irvine.

Irvine is also the location of Ayrshire's vehicle industry, with a large plant belonging to Volvo which assembles the chassis of a large proportion of the buses on British roads, as well as those of heavy trucks. Volvo employs about 500 people at Irvine.

Although the ICI plant at Ardeer is gradually running down, there are two major pharmaceutical plants in Ayrshire: SmithKline Beecham employs 750 people making antibiotics and medicinal products in bulk at Irvine; further north, at Dalry, the Swiss company Roche recently announced a

planning permission to build a £50m plant near the site of the Barony colliery at Auchinleck.

Egger, which also has a plant at Hexham in Northumberland, says Auchinleck is ideal for an easy supply of wood from the forests of south-west Scotland. The plant would employ about 120 people and produce 270,000 tonnes of chipboard a year for the furniture industry.

However an earlier application to place the plant in Irvine, close to the Finnish company Kymmene's large paper mill, was turned down after strong objections from the local community which claimed it would cause pollution and spoil scenery near the coast.

Both Enterprise Ayrshire and Locate in Scotland favour the Auchinleck site, while East Ayrshire council points out that the plant would create employment and generate spending in an area which contains patches of over 30 per cent. However it says the plant's environmental impact will be closely studied before planning permission can be granted.

East Ayrshire should also benefit from the fact that a site near Kilmarnock has been chosen for Scotland's newest prison, involving an investment of £60m and the creation of about 350 long-term jobs, as well as a large number of construction jobs.

East Ayrshire council is seeking Scottish Office funding for a regeneration strategy for areas with the highest unemployment near Cumnock and Sanquhar. It also expects to benefit from the upgrading of parts of the A77 Glasgow-Ayr road to motorway, which it believes will improve Ayrshire's accessibility, while a £7m project to improve the centre of Kilmarnock, which had been losing shopping and other business to Ayr has been completed.

Mr Stephen Chorley, director of development at East Ayrshire council, says: "We have got the basis for being seriously competitive with other parts of Scotland."



Irvine is the location of Ayrshire's vehicle industry

Prestwick fear that if the CAA decided to concentrate most air traffic control at Southampton, Prestwick would be downgraded, with jobs likely to be lost.

Although Ayrshire is not in the heart of Silicon Glen it has electronics plants employing about 6,500 people. The largest is Digital Equipment of the US which employs 1,350 people at Ayr and a further 450 at Irvine, the latter being the location of its personal computer plant. Digital's Ayrshire plants have barely been affected by the recent wave of cutbacks which has hit other parts of the company.

Apart from Fullarton Computer Industries (see page 11), Ayrshire is also the home of Prestwick Circuits, a quoted company which produces printed circuit boards at Ayr and Irvine, and of SCL, a US-owned con-

big investment in upgrading its plant making vitamin C. Roche employs 690 people at Dalry.

Elsewhere in North Ayrshire, the waterfront at Ardrossan is to be developed: Clydeport, the privatised port operator, is investing £12.5m in a yacht marina and housing project.

Down the coast at Ardeer Point, the Millennium Commission has offered £5m for a permanent exhibition on the theme of invention, linked to Alfred Nobel, the inventor of dynamite who established what is now the ICI plant. Matching funding for the £10m scheme will have to be raised.

Over in East Ayrshire, the Austrian company Egger wants to build a plant making chipboard in the depressed southeastern part of Ayrshire. Its subsidiary Eltimate has applied for



Prestwick airport is enjoying a revival, but businesses are lobbying for a change in air freight rules

■ Air traffic: by James Buxton

# Prestwick takes off again

Aggressive marketing by operator PIK is revitalising Ayrshire's airport

No one who visited Prestwick airport three or four years ago could fail to be impressed by what is going on there now. In 1992 the large passenger terminal was embarrassingly empty - fewer than three dozen passengers passed through it in the whole of that year, and they had been diverted. The situation was only slightly better in 1993.

Now, although there are periods in the day when the passenger terminal is fairly quiet, usually there are clusters of travellers to be seen checking in. And although airfreight business never deserted Prestwick, there are now noticeably more wide-bodied cargo aircraft passing through.

Prestwick airport is one of Ayrshire's recent success stories. It used to be a source of controversy as local politicians fought to retain the special legal status that required transatlantic flights from Scotland to use it.

Now the people of Ayrshire, most of whom are unshakable in their belief that Prestwick is one of the finest airports in the world, have had to put their money and their energy into making it work and succeeding.

The decline of Prestwick began in the 1980s and accelerated in 1990 when the government reluctantly abolished its special status. Passenger services immediately migrated to Glasgow airport, seen by travellers as more convenient than Prestwick, which is 30 miles south-west of Glasgow. That counted for more than the fact that Prestwick is almost never closed by bad weather.

Then in 1992 BAA (British Airports Authority) sold Prestwick to PIK Ltd, a consortium of businessmen and local authorities chaired by

Lord Younger of Prestwick, the former defence secretary and local MP. Later the councils were obliged by the government to sell their stakes.

PIK takes an unusual approach to running airports. Unlike many airport operators it does not subcontract any services: at Prestwick all are provided by the airport company, from ground handling to duty free sales. The 313 airport staff are expected to be flexible and do more than one job.

It also takes an aggressive approach to marketing. "A lot of airports just sit back and largely let the market deliver business to them," says Mr Hugh Lang, PIK's managing director. "We can't afford to do that; we go out and get it."

PIK (the name comes from the airport's international identification sign) began with an effort to win back charter and scheduled passenger flights. It remedied the absurdity that although the railway from Glasgow runs little more than 100 yards from the airport terminal, trains did not stop there. In September 1994, Strathclyde regional council and ScotRail opened a new station, connected to the terminal by a covered walkway.

Through ScotRail, PIK offers free rail travel to the airport from any station in Scotland and a £5 flat fare from Prestwick to Scottish stations for incoming passengers. "We expected this to encourage the charter business; we didn't realise scheduled carriers would like it too," says Mr Lang. But he warns that with passenger numbers growing, the concessions are under review.

Passenger throughput reached about 120,000 in 1994 as charter airlines resumed operating from Prestwick. Later that year a breakthrough was achieved when scheduled services started up again as the Irish airline Ryanair launched a low cost service to Dublin.

That was followed last autumn by Ryanair launching a service to London Stansted with the lowest return fare of £59 - marginally below that charged this year by EasyJet between Edinburgh, Glasgow and Luton. Meanwhile, Gill Airways started scheduled flights to Belfast.

This year Prestwick expects to handle 560,000 passengers, with the line-up of charter airlines boosted by Laker Airways. Next year Thomson Holidays will begin flying from Prestwick, and the airport is hoping to handle 750,000 passengers.

PIK initially offered Ryanair greatly reduced handling charges, while the fact that PIK provides all airport services itself offers scope for cross-subsidy. Great Holidays, the airport's own travel company, which runs its own charter flights, makes a loss.

Nevertheless PIK itself has made profits from its first year of existence: in 1995-96 pre-tax profits were £1.24m on sales of £14.2m. Prestwick expects to gain more passenger traffic when the European Union's third package of aviation liberalisation measures come into force next April, allowing airlines to fly between any two points in the EU. "I predict there will soon be a Prestwick-Amsterdam service, and several others," he says.

The airport has also had success building up its freight traffic, which has grown from 16,000 tonnes in 1992 to an anticipated 45,000 tonnes this year. There are now 13 regular freight services a week, operated by FedEx (as Federal Express of the US is now known), Cargolux of Luxembourg and Lufthansa.

Mr Lang says PIK persuaded Cargolux to make Prestwick a regular stopover point. "They were overflying us on the great circle route from Seattle to Luxembourg and forwarding the freight from there by road, much of

it to electronics plants in Scotland," he says. "We persuaded them it made sense to land at Prestwick on the way and discharge cargo here."

Further expansion of freight will depend heavily on a change in international regulations which prevent a freight carrier which lands at a UK airport from the US taking on freight for delivery to another airport in Europe or elsewhere, except with special permission.

These rules inhibit the growth of airfreight services from Prestwick. The airport and the Scottish business community has recently stepped up a campaign to persuade the British government to agree a change in the rules in a new aviation agreement with the US. The Scots have high hopes that this could emerge from the current discussions about the possible alliance of British Airways and American Airlines.

If air freight were liberalised, wide-bodied freighters could unload at Prestwick and their cargo be taken on by smaller aircraft. Prestwick would then become an airfreight hub.

PIK plans to invest £10m next year in a new 100,000 sq ft airfreight warehouse, the first stage of a 600,000 sq ft project. It hopes to obtain funding from Enterprise Ayrshire, the development body, and from the European Regional Development Fund.

"We are building the hub in the belief that there will be liberalisation," Mr Lang says. "There has to be a change - it doesn't make sense to continue using rules on airfreight that were laid down in 1944."

But it is far from certain that the current discussions between the US and UK governments will in the short term yield a new aviation agreement. However supporters of Prestwick are convinced that in the long run liberalisation of air freight is inevitable.

PROFILE GREENWICH CALEDONIAN

# Speeding up the service

The aero-engine plant can now offer a guaranteed turnaround

"If a customer's got a piece of equipment with a very large amount of capital locked up in it, he wants to be sure that the equipment is going to be serviced as quickly as possible and get it back earning again," says Mr John Horsburgh.

In this case the equipment is aero-engines, worth between \$500,000 and \$1m each. Mr Horsburgh is managing director of Greenwich Caledonian, which operates an engine servicing plant near Prestwick airport.

Three years ago the plant began what it called Project 35, the aim of which was to reduce servicing time from 70 days to 35 days. Mr Horsburgh says Greenwich Caledonian can now offer a 35 day turnaround to any customer with this requirement, thanks to significant changes in the plant's operating process.

"Not all customers want 35 days, but what they do want is to have the engine back when we said we would return it," he says. That was not always possible in the past.

Greenwich Caledonian is part of Greenwich Air Services, a US company with headquarters in

Miami, Florida, which in June this year acquired the Prestwick plant from Aviall, another US group.

The Prestwick plant was set up in 1980 by British Caledonian, the UK airline. British Caledonian sold it in 1987 to Ryder Systems of the US, which ran it in conjunction with an aero-engine plant at Dallas, Texas. In 1993 Prestwick was spun out of Ryder and sold to Aviall, which this year sold it to Greenwich.

Greenwich Air Services claims to be the biggest independent aero-engine service company in the world, running a larger service operation than the aero-engine industry's three original equipment makers, General Electric, Pratt & Whitney and Rolls-Royce. It is about the same size as the operations of the main airlines.

Greenwich is a privately-owned company whose main shareholder is Mr Eugene Conese, its chairman and chief executive.

It has service centres in Miami, Dallas and Prestwick and annual turnover of about \$750m. Of this, around \$250m is contributed by the Scottish subsidiary, which in 1984 turned over \$40m.

Each of Greenwich's three centres specialises in a different engine family: Prestwick concentrates on the General Electric CF6 range of aero-engines, the

big turbofans which power the McDonnell Douglas DC10 and MD11 aircraft, as well as the Boeing 747 and 767, and the Airbus 300 and 310. The plant also handles the smaller CFM56 (made by a joint venture of General Electric and Snecma of France) which powers aircraft such as the Boeing 737 and the Airbus 319 and 320.

Greenwich Caledonian does its own sales, marketing, billing and administration in its product sector. Its customers include many leading airlines, including British Airways (but only for the DC10s it inherited from British Caledonian), the South Korean airline Asiana, Federal Express and the US military. Last month it signed a 10 year agreement worth \$70m with LOT Polish airlines for its Boeing 767 and 737s.

Engines are normally sent in for service when their exhaust gas temperature margin - a measure of their output effectiveness - falls to unsatisfactory levels. The flying hours that the engine can achieve between services depends partly on how many cycles (take offs and landings) it performs.

The airlines send their engines by airfreight to a European airport where Greenwich Caledonian collects them by road. When the engine reaches Prestwick it is stripped down and faulty or worn

components replaced.

The Prestwick plant works 24 hours a day for 361 days a year, using a workforce divided into four shifts, each working a 6 hour day.

To implement Project 35, the entire servicing process was examined and changes made to simplify the flow for all engine types and eliminate waste. New equipment was installed.

The plant specialises in precision engineering. Of the 950 people it employs (the maximum the plant has had in its history) some 85 per cent are qualified engineers or mechanics. All mechanics have to sign off their work, and documentation has become even more significant following the ValuJet crash in the Florida Everglades earlier this year.

The company takes on apprentices each year and trains all its employees on the job.

The plant has been qualified to the ISO9002 standard and operates its own open learning scheme to enable employees to broaden their education and hone their skills.

Mr Horsburgh, who was running the Prestwick plant for a year before Greenwich Air Services bought it, says the change of ownership has not changed the way the plant operates.

James Buxton

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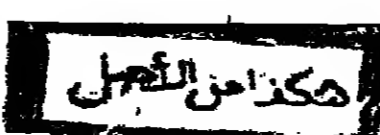
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Training: by David Land

# Value added schemes

### New initiatives have been launched for school leavers, and the Internet

In Scotland, the successor to the Youth Training Scheme has been branded as Skillseekers. School leavers are encouraged to gain qualifications in the workplace, with Scottish Vocational Qualifications being granted by Scottish Vocational Educational Council (Scotvec) based in Glasgow.

The value accorded to the accredited qualifications by both employers and trade unions has helped Skillseekers gain more credibility than previous youth training schemes.

"There are already more than 1,000 local companies, from engineering through to textiles, taking part in the programme and reaping the rewards," says Ms Janis Mitchell, senior training executive at Enterprise Ayrshire.

There are 3,300 trainees, with more than half having employed status which entitles them to the going rate for the job as opposed to the £40 per week Skillseekers allowance. Some 70 per cent of people go into employment or higher education on completion of the programme.

Increased competitiveness, higher productivity and staff motivation are some of the benefits for employers, according to Ayrshire Enterprise. SVQs can benefit business by guaranteeing that employees can do their job to a nationally recognised standard, Ms Mitchell says.

Mr Bill Kerr, general manager of the Malin Court Hotel in Turnberry, commends the Skillseekers scheme to other employers.

"Helping train a young person makes people think more about their own jobs and that leads to higher standards. Our experience of the Skillseekers scheme has been very positive," he says. Lianne Balfour, 19, in her third year of Skillseekers training, is currently a commis (junior) chef at Malin Court and has ambitions of rising through the ranks to be head chef and eventually run her own business.

The majority of young people enter the Skillseekers at Level 1 of the SVQ, a basic foundation level, or level 2 which is roughly equivalent to English GCSE school qualifications. The level 3 qualification is for more complex or supervisory grade work. Trainees at Level 3, with additional subjects, can qualify for a "modern apprenticeship".

"The word apprenticeship has a traditional ring to it," says George Dunlop, Enterprise Ayrshire's co-ordinator of the modern apprenticeships programme. But modern apprenticeships now cover a much wider number of jobs in a variety of modern industries ranging from banking and retailing, to engineering and plumbing.

"At the moment there are about 25 types of modern apprenticeships available to young people in Ayrshire. This figure is increasing all the time and by next year we hope to offer a choice of 50."

Katie McRobert, a 17-year-old trainee greenkeeper at the Belleisle Golf Course in Ayr, is a modern apprentice working towards a Level 3 Scottish Vocational Qualification (SVQ). "I am on target to complete my SVQ in about two and a half years. At that point I will be a qualified greenkeeper and there will be even more choices available to me, such as



More than 3,300 trainees and 1,000 local companies are taking part in the Skillseekers programme

going into full time work or applying for agricultural college where I can study for even higher qualifications," she says.

She spends one day a week at college where her progress is assessed by the training and development team at South Ayrshire Council.

CyberSkills is a new initiative which is relevant to school leavers and to other groups who want to learn about the information superhighway. It is the first of its kind in Ayrshire.

It began as a programme aimed at teaching unemployed people about the information superhighway, including the World Wide Web (WWW), e-mail, PC-based video conferencing and on-line data searches. Enterprise Ayrshire was impressed with the concept but wanted to adapt to make it suitable for a number of other audiences.

"We wanted a dispersed model, one which can be used in different locations to different audiences throughout the community. An

internet simulation CD-ROM had been produced for use in places like village halls where you cannot get a modem connection to the internet," says Ms Sue Jones, development manager at Enterprise Ayrshire.

Eight training providers are tailoring the course material to specific audiences. These range from the agricultural college at Auchencruive which is laying on courses for farmers, and the Carnegie library in Ayr where courses for the general public are available.

Ms Angela McCormack manages the CyberCentre at the Carnegie Library. Fifteen computers are connected to the internet and for £40 people can enrol in a course which has been adapted from the CyberSkills programme. The four hour introductory course explains the internet and covers e-mail, the www and the use of on-line searches using search engines such as Lycos and Yahoo.

"It is like learning the piano, there is no substitute

for hands-on experience," Ms McCormack says. "The courses are very popular and we attract a wide range of people." There is particular interest in e-mail among the proprietors of small businesses," she adds. The Carnegie Library is one of the training providers who operate the CyberSkills programme commercially.

A study commissioned by Enterprise Ayrshire showed that the majority of small or medium sized enterprises in the area were lacking in computer skills. "There was a clear case of market failure," says Mr David Anderson, director of skills and training at Enterprise Ayrshire. "There is a risk that even if Ayrshire businesses do not grasp the opportunities presented by information technology their competitors will."

The Ayrshire tourist sector is one which could benefit from the expansion in the internet, with businesses able to promote themselves using the World Wide Web and take bookings by e-mail.

PROFILE FULLARTON COMPUTER INDUSTRIES

# Assembling parts to a hi-tech spec

### The computer industry contract manufacturer is expanding locally and abroad

In the last three months Fullarton Computer Industries has taken on 450 extra people, increasing its workforce to 2,000 and consolidating its position as one of Ayrshire's largest private sector employers. The upturn in demand is so great that it will sell £150m worth of components and sub-assemblies to the computer industry this year, compared with £85m last year. Production comes from Fullarton's seven Scottish plants, all within five miles of the head office in Kilmarnock. The company is one of the biggest British-owned contract manufacturers to the computer sector.

Fullarton also has two plants in North Carolina, US, which employ 600 people and where sales will be \$80m this year.

The company was founded in 1978 by Mr Allan McLuckie, now managing director, and five colleagues when their employer, a night storage radiator manufacturer, ran into difficulties. At first their company made farm gates and electricity meter boxes but the aim was to become a contract manufacturer to the electronics industry.

Now International Business Machines and Compaq - both of which have plants in western Scotland - feature prominently in Fullarton's list of customers. In addition to making the cases and cables for PCs, Fullarton buys and assembles items such as power supplies and disc drives to the customer's specification. After leaving Fullarton's production line, the computer boxes require only five minute's extra

work before they are complete. Fullarton has been a subsidiary of the Laird Group, the London-based car parts, plastics and building products group, since 1985.

Mr McLuckie describes Fullarton as the meat in the sandwich between the multinational suppliers of PCs and the end user. In addition to being able to produce to a high specification in terms of price, quality and delivery time, Fullarton has to select multinationals who will be successful in selling their product. "We have to get into bed with ones we think are going to be winners," he says.

Mr McLuckie predicts that there will be a shakeout in the PC industry as the millennium approaches. Some of the existing PC makers will be burned off by increasing competition, particularly

during the holiday season. Mr McLuckie, who was born and brought up locally, is adamant that Fullarton remains committed to the close-knit local community and that expansion abroad will safeguard the investment in Ayrshire rather than threaten it.

"Many of the 2000 people here are related to each other. We are close to our workforce and make sure that they know what the company is doing," he says. Every three months the staff are invited in groups of 80 to the company's training centre where they hear details of the company's sales, profitability, investment programme and the state of the market.

"People want to hear it from the horse's mouth," says Mr McLuckie who reckons it takes him about three working weeks each year to make these presentations. "It is time and money well spent."

Although Fullarton has so far grown organically, Mr McLuckie does not rule out the possibility of making takeovers in the future, pointing out the acquisitive nature of the holding company, Laird Group. "It has been a good marriage," he says. "I report to people who understand the business."

Mr McLuckie, who with John Gillilan, the company's commercial director, owns a racehorse, insists he will leave the company as soon as he ceases enjoying the business and it is "time to go to the paddock."

Despite a reluctance to make detailed predictions about the company's future, Mr McLuckie, who is 51, looks relaxed and confident. It seems doubtful that he is ready to be put out to grass for some time.

David Land

### Fullarton is committed to the close knit local community

from China, he believes. However this will be offset by the entry of new players who are currently making high value components for PCs but want to become original equipment makers. He thinks that Sony of Japan has the production and marketing expertise to be successful.

Next year Fullarton will open a factory in Ireland, where there are a number of multinational computer manufacturers. In addition to supplying customers in Ireland, the plant could relieve pressure on the Scottish factories when staff numbers are low



Turnberry championship course: golf is an essential part of Ayrshire's identity as well as a tourist attraction

Tourism: by David Land

# On course for growth

### Golf and Robert Burns are the region's prime attractions for visitors

It is breakfast time at Copper Beech, the guest house run by George McLardy and his wife in an elegant leafy avenue in Bannock Drive, Troon.

A middle aged couple from York eat their breakfast as Mr McLardy advises them on the local golf courses. The previous day they had played the course at Girvan and judged the £11 green fee to be a bargain. The £90 fee at the championship course at Royal Troon - only a few hundred yards from the B & B - was prohibitive.

Their week's holiday, which included a few days at Crieff in Perthshire, was judged to be a success and they were delighted with the McLardys' establishment.

The carafes of iced water on the breakfast table - "the Americans like it" - are part of the McLardys' effort to

cater for the US golfers who make up an important part of the clientele.

"The Americans can fax me with what courses they want to play and I will make the booking for them," Mr McLardy says. The McLardys only opened their home to the public three years ago and already have an occupancy rate of 80 per cent. Behind the couple's cheerful outgoing welcome - a common feature in the extrovert west of Scotland - there is a gritty determination to deliver an outstanding product.

Golf and Robert Burns are an essential part of Ayrshire's identity as well as its tourist appeal. Golfers throughout the world will see the leading players battle it out over Royal Troon's course in the Open Golf Championship. However, many will only have a sketchy idea where Troon is, in the same way that many more people can sing Auld Lang Syne than know it was written by Robert Burns, Ayrshire's most famous son. This task of raising the

profile of Ayrshire and its attractions falls to Mr Paul Buchanan, chief executive of Ayrshire and Arran Tourist Board.

He acknowledges that Ayrshire will not compete with the "bucket and spade" market segment who head for the Mediterranean each year, but points to the affluent "grey panthers" who have retired on a healthy pension and have the time and money to take up to five holidays a year.

"The trouble is that people in the south east of England think of us as remote. Hopefully the Ryanair fare of £49 return between Stansted airport and Prestwick will make a big difference," Mr Buchanan says.

Culzean castle, a leisurely 40 minute drive from Troon, is the most popular of the National Trust for Scotland's properties, with 200,000 people visiting each year. The castle, which was restored by Robert Adam, the renowned Scottish architect, in the late 18th century, commands a stunning view over the Firth of Clyde from its dramatic cliff-top vantage point.

Culzean was donated to the National Trust for Scotland in 1946 by the 5th Marquess of Ailsa, a member of the Kennedy family which had been prominent in south Ayrshire since the 12th century. The castle was in a poor condition when it was donated, but has been restored to its former glory. The Adam features - a grand oval staircase and the saloon overlooking the Clyde

- are particularly impressive.

The public is not admitted to the Eisenhower suite at the top of the castle, but for £300 a night guests can stay in the apartment which was made over to Dwight D Eisenhower during his lifetime by the 5th earl. Eisenhower stayed at Culzean four times. "This is a place I can relax," he wrote. There is an Eisenhower exhibit, telling the story of the soldier turned politician which is particularly popular with American visitors.

Looking to the future, Mr Buchanan points to the continuing development of the Scottish Maritime Museum at Irvine. Already the museum has impressive exhibits including a lifeboat and restored shipyard worker's tenement flat.

The Victorian engine shop from Stephen's shipyard at Linthouse, Glasgow, has been rebuilt at Irvine and is being prepared to house important exhibits relating to Scottish maritime history. The museum is also restoring the clipper Carrick to its former condition as an emigration ship. It will take 10 years to complete the work on the ship which pre-dates the Cuiry Sark.

Tourism brings in more than £200m to the Ayrshire economy and the sector employs 7,000 people. If the various agencies, such as the tourist board and Enterprise Ayrshire are successful, these figures should grow and more people will enjoy the sight of the sun setting over the Firth of Clyde.



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INTERNATIONAL CAPITAL MARKETS

Renewed interest in sterling from abroad

INTERNATIONAL BONDS

By Samer Iskandar and Conner Middelmann

While borrowers continued to tap strong demand for Italian lira bonds, with two foreign banks raising a total \$400bn, the sterling sector saw renewed interest from non-resident issuers yesterday.

Eisewhere, almost \$1bn was raised by motor vehicle manufacturers Toyota and Ford - the latter through its Brazilian subsidiary.

ABN-Amro, lead manager of the Ford Brazil deal, said it was "delighted" by the strong investor demand, despite the fact that there was no offering under SEC Rule 144a.

The bonds proved popular among retail investors in Switzerland, the Benelux region, the UK and Germany, as well as offshore accounts of Latin American origin.

demand was boosted by Ford's recent release of solid third-quarter results.

The transaction was the first leg of a \$500m euro-MTN programme. The proceeds will be channelled to Brazil as part of a \$2bn capital investment plan.

Eisewhere, DePa Finance tapped the French franc market for FF1.5bn. The 12-year maturity is DePa's longest - apart from a small retail-targeted deal in Canadian dollars according to Mr Frank Rühlmann, DePa's treasurer.

"The French franc market is strategic for us, in view of the forthcoming Euro," he said, adding that DePa's acceptance in the sector had improved substantially. The borrower can now obtain final financing costs in francs of Libor flat - as in yesterday's issue - and sometimes even sub-Libor funds.

"We could have obtained tighter terms," Mr Rühlmann said, "but we chose to ensure good placement by being generous by a couple of basis points."

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Yield, Spread, Book-runner. Includes entries for US Dollars, Sterling, and various international issuers like Toyota, Ford, and ABN-Amro.

Syndicate officials said the paper was easily sold to French and Swiss-based investors. DePa also expects some bonds to filter through to the UK in coming days, but doubts any significant amount will go to Germany.

man, now that French yields are below those of the UK, Mr Rühlmann said. The cash market was likely to be squeezed for technical reasons in coming months, with only one auction of long-dated bonds between now and the end of the year, he added.

points higher than gilts, which later tightened to 1 point. Both are rated triple-A by Moody's and S&P.

The Province of Quebec also returned to the sterling market after an absence of several years to issue \$150m of 15-year bonds - the first state bond at the long end of the sterling yield curve for nearly two years, lead manager SBC Warburg said.

The issue was priced to yield 73 basis points at launch but it was over-subscribed and the spread tightened to 70 basis points. The bonds were placed mainly with UK institutions such as insurance companies and pension funds.

Bank Austria, the country's largest commercial bank, issued \$100m of 15-year subordinated bonds, the longest-dated sterling debt it has issued to date.

The bonds were targeted at a similar investor group and according to lead manager SBC Warburg, the issue was also over-subscribed. The yield spread tightened from 45 basis points over gilts at launch to 42 points.

Fears on Russia hit sentiment towards Europe

GOVERNMENT BONDS

By Richard Adams in London and Lisa Bransten in New York

Fears over growing political instability in Russia after the dismissal yesterday of Mr Alexander Lebed, chief of security, dampened investor sentiment towards European government bonds, with German futures drifting lower. Germany is most vulnerable to events in Russia because of its investments in the former Soviet Union.

Analysts, however, were quick to downplay the implications. Mr Stuart Thomson, international economist at

Nikko Europe in London, described the market's reaction to the events in Russia as "a storm in a teacup. There is a 90 per cent chance there will be no follow-through."

On Life, the news from Russia drove the December bond contract to an intraday low 99.04, but the future later recovered to settle at 99.19, down 0.05 on the day. Ms Ros Lifton, an international economist at HSBC Markets in London, said that bonds looked solid in the medium term, in spite of yesterday's wobble.

"Our view is fairly positive through to the end of the

year, basically because there has not been a change in the economy's fundamentals," Ms Lifton said. "On top of that, there is the benefit of a supply squeeze in the 10-year area, until early next year."

UK gilts firmed after falling sharply on inflation fears on Wednesday. December futures on Life settled at 109%, up 1/2. On the cash market, the benchmark 10-year closed at 99%, up 1/2, with the 10-year yield spread over Germany narrowing by 3 points to 163 basis points.

Mr Simon Briscoe, UK economist at Nikko Europe, said Wednesday's fall had followed several days when

gilts had been at recent highs. But he thought current prices were reasonable. "The spreads we've got against Germany are in the middle of the 100-180 range most people see the market in," Mr Briscoe said.

The cash market was likely to be squeezed for technical reasons in coming months, with only one auction of long-dated bonds between now and the end of the year, he added.

Italian bonds made a recovery on Life, with the December BTP contract rising from 121.87 on Wednesday to 122.11 yesterday. The cash market also rose, with

the benchmark 10-year bond rising 14 basis points to 107.74, yielding 8.32 per cent, taking its spread over bonds to 242 basis points, down 2 points on the day.

Ms Alison Cottrell, international economist at The Woolwich in London, said that the value of Italian bonds was based on solid domestic demand, rather than simply convergence trading around possible European monetary union.

"I'm of the opinion that Italy will outperform the other high-yielders in the near term," Ms Cottrell said.

Trade in London in Japanese government bonds picked up. Life December JGB futures rose to 122.82 by late afternoon, up from 122.74 in Tokyo.

There was little market reaction to the news from Russia.

Next, midday, the benchmark 30-year Treasury was up 1/2 at 98 1/2, yielding 6.816 per cent, while the two-year note added 1/2 to 100 1/2, yielding 5.889 per cent. The December 30-year bond future climbed 1/2 to 111.

BENCHMARK GOVERNMENT BONDS

Table with columns: Country, Coupon, Price, Yield, Week Month. Lists benchmark government bonds for Australia, Austria, Belgium, Canada, Denmark, France, Germany, Ireland, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, and US Treasury.

BUND FUTURES OPTIONS (LIFE) DM250,000 points of 100%

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows Bund futures options data.

ITALY

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows Italian government bond futures data.

ITALIAN GOVT. BOND (BTP) FUTURES (LIFE) Lit200m 100ths of 100%

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows Italian BTP futures data.

SPAIN

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows Spanish government bond futures data.

UK

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows UK government bond futures data.

LONG GILT FUTURES OPTIONS (LIFE) £50,000 84ths of 100%

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows long gilt futures options data.

FRANCE

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows French government bond futures data.

LONG TERM FRENCH BOND OPTIONS (MATIF) Oct 97

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows long term French bond options data.

GERMANY

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows German government bond futures data.

UK GILT PRICES

Table with columns: Issue, Yield, Price, Bid, Offer, High, Low. Lists UK gilt prices for various maturities.

FTSE Actuaries Govt. Securities

Table with columns: Price Indices, Yield, Spread, etc. Shows FTSE Actuaries government securities data.

FT Fixed Interest Indices

Table with columns: Govt. Secs, FTSE, etc. Shows FT fixed interest indices data.

FT/ISMA INTERNATIONAL BOND SERVICE

Table with columns: Issued, Bid, Offer, Cng, Yield. Shows FT/ISMA international bond service data.

DEUTSCHE MARK STRAIGHTS

Table with columns: Issue, Yield, Price, Bid, Offer, High, Low. Shows Deutsche Mark straight data.

Other Fixed Interest

Table with columns: Issue, Yield, Price, Bid, Offer, High, Low. Shows other fixed interest data.

NatWest gives terms of \$5bn securitisation

By Conner Middelmann

Although the UK syndicated loans market continues to be dominated by relatively small transactions, two larger deals have attracted most attention this week.

NatWest Markets yesterday unveiled the terms of a credit facility it is putting in place in connection with the planned \$5bn securitisation of some 300 corporate loans on its books.

The planned liquidity backstop facility for up to \$2.5bn, backing the issuance of commercial paper in the name of Boreas Funding Company, a special-purpose vehicle.

The facility is being arranged by NatWest Markets, which will approach a number of banks in the coming days to underwrite \$500m portions. The facility has a maturity of 364 days and is zero-weighted in accordance with Bank of England guidelines.

The terms and conditions were not far off estimates that had been circulating around the market in recent weeks. The commitment fee for the undrawn facility is 7.5 basis points, participation fees will be up to 2.5 basis points, and in the event the

facility is drawn for liquidity purposes to support the CP programme, the margin on drawings will be up to 25 basis points.

Banks joining the facility will need short-term credit ratings of at least A1/P1. Elsewhere, British Airways announced a \$2.5bn financing facility being arranged by Bank of Tokyo, Mitsubishi, Fuji Bank, Izumi, and NatWest Markets. The purpose of the facility is to assist the airline in financing a substantial number of its 19 new Boeing 747-400 and 13 new Boeing 777-200 aircraft, which are due for delivery between now and the end of 1998. It will enable individual aircraft to be financed in a number of different ways, with a maximum term of 15 years.

The underwriters have been prohibited by the borrower from revealing the terms of the deal. BA's interest margins on aircraft financing loans have fallen consistently over the past three years, from 52.5 basis points over Libor in early 1994 to 27.5 basis points in May.

This reflects the overall sharp compression of 7.5 basis points, participation spreads in the syndicated loans market over that period.

TOP ARRANGERS OF INTERNATIONAL CREDITS\*

Table with columns: Manager, 1996, 1995. Shows top arrangers of international credits for 1996 and 1995.

\*Europe, Middle East and Asia. \*First nine months. Source: FT Securities Data (London)

UK Indices

Table with columns: Index, Yield, Spread, etc. Shows UK indices data.

Gilt Edged Activity Indices

Table with columns: Index, Yield, Spread, etc. Shows gilt edged activity indices data.

FLOATING RATE NOTES

Table with columns: Issued, Bid, Offer, Cng, Yield. Shows floating rate notes data.

CONVERTIBLE BONDS

Table with columns: Issue, Yield, Price, Bid, Offer, High, Low. Shows convertible bonds data.

Financial Times, London, October 18, 1996. Reproduction in whole or in part in any form not permitted without express consent. Data supplied by International Securities Market Association.

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# THE PRIVATE FINANCE INITIATIVE

## Concept starts to take root

While bidding delays remain, there is a political consensus that the scheme will be the main way of funding new capital projects for the foreseeable future, says Mark Suzman

The Private Finance Initiative (PFI) is now nearly four years old, is evolving rapidly. As contractors, government departments, and financial institutions have become more familiar with the concept, deals are being struck with increasing speed. Expertise gained with older projects is helping newer ones, be negotiated more quickly and the range of PFI deals under way is expanding by the week.

At the same time, there is broad political consensus that the PFI - under which private sector companies design, build, finance and operate public sector projects - will be the primary means of funding new capital projects for the foreseeable future.

Although the Labour Party has said it rejects private management of prisons and is doubtful about hospitals, it has nonetheless endorsed private sector "partnerships" in such projects and has accepted PFI in other areas. And despite initial scepticism, as more deals come to fruition both the private sector and civil servants are becoming increasingly enthusiastic about the process.

According to Michael Jack, financial secretary to the Treasury, this is in part because the most important element of PFI - the transfer of risk to the private sector - is now well established.

"Across the spectrum from risk of prisoner escapes in prisons to protestor action on DBFO [design, build, finance and operate] roads, from possible extension of the 'decant' period in government accommodation

projects through to faulty rolling stock on the tube, PFI is focusing procurers' minds far more on the price attached to risk," he says.

Reflecting this, the government has now agreed contracts worth more than £6bn in PFI and is still confident of meeting its stated target of £14bn of projects by the end of the 1998/99 financial year.

But despite these successes, serious problems remain. Of particular concern has been the paperwork and bureaucracy involved in the bidding process.

Contractors have long complained that the convoluted procedures set out by the Treasury to satisfy its value for money test and other regulations have caused serious delays and been prohibitively expensive - often without concrete results.

As the Treasury Select Committee noted in its report on the state of the initiative: "If the benefits of PFI are so apparent it is difficult to explain the slow progress of the initiative so far or why there is a need for a clear presumption in favour of PFI as a means of procurement."

Following the publication of the committee's findings and similar complaints from such groups as the Confederation of British Industry, the Treasury issued new guidelines in April to help streamline the process.

At the same time, the government has redoubled efforts to speed up the process. John Major, the prime minister, now requires regular reports from his ministers on the state of PFI in

their sectors, increasing the pressure on sceptical civil servants to close outstanding deals.

A more fundamental concern, however, is whether the construction sector and its partners have sufficient capacity to deal with each proposed project properly. "There are far too many projects and not enough quality consortia to bid for them," says one lawyer closely involved in several PFI projects. "There has been a lowering in the quality of bids because the consortia are no longer willing to spend a lot of money in the bidding process."

For their part, private sector contractors are worried that most government departments are still fundamentally incapable of managing a concept such as PFI properly.

"The whole plot of PFI is risk transfer, but the public sector is paid to avoid shouldering risk," complains Timothy Stone, a partner with KPMG Corporate Finance. "It's getting better, but we are not yet seeing the kind of changes that will ultimately be necessary to make PFI work."

That has been the task of the Private Finance Panel, a Whitehall agency, funded by the Treasury and composed largely of private sector executives.

But while the Panel is widely regarded as having been highly successful in publicising the benefits of PFI across different parts of government, it has nonetheless struggled to spread knowledge and expertise about how to put together successful PFI deals.

Its task is made more difficult by the fact that frequently civil servants who have worked on successful PFI projects are shifted to other jobs. Inexperienced people then take over negotiations on new projects, forcing



**Estimated capital spending**

	1996-97	1997-98	1998-99	Total
Defence	30	80	210	320
FCO/ODA	10	10	10	30
Agriculture	10	20	10	40
Trade and industry <sup>1</sup>	10	10	10	30
Education and employment <sup>2</sup>	20	40	50	110
Transport	1,120	1,320	1,260	3,700
Environment <sup>3,4</sup>	30	30	30	90
Home Office	50	110	60	220
Legal departments	10	20	10	40
National Heritage	20	30	30	80
Health	170	200	300	670
Social security <sup>1</sup>	130	70	100	300
Scotland <sup>2</sup>	140	360	420	920
Wales	60	160	150	370
Northern Ireland	50	80	80	210
Chancellor's departments	40	40	30	110
<b>Total</b>	<b>1,800</b>	<b>2,570</b>	<b>2,760</b>	<b>7,240</b>

Source: Treasury. Credits by Steven Barlett.

### IN THIS SURVEY

● **Politics:** the financial secretary, Michael Jack, is reacting positively to the concerns of potential bidders. The Labour opposition would refine implementation of the initiative **Page 2**

● **Interviews:** Mark Suzman talks to Private Finance Panel chairman Alastair Ross Goobey **Page 3**

● **Local government:** councils have identified potential PFI projects. Sweeping new rules aim to encourage councils to participate in PFI **Page 4**

● **Healthcare:** not one of the big hospital deals is yet signed **Page 5**

● **Education:** though only recently targeted, education is waking up to the scheme's advantages. Technology: views vary on the benefits brought by the initiative to the IT sector **Page 6**

● **Prisons:** proof that success is possible. Defence: contracts have been awarded **Page 7**

● **Property:** fertile ground for the schemes. Industry attitudes: PFI will increase pressures on the public and private sectors to co-operate **Page 8**

● **Transport:** the sector provides some of the most spectacular deals. Case study: new tram for Croydon **Page 9**

● **Scotland:** PFI's public image is poor **Page 10**

In health, by contrast, while there has been some success with smaller projects such as incinerators and even pathology laboratories, there are still big problems with hospitals. While 24 deals worth more than £20m have preferred bidders, and six have received Treasury approval, the first contract has yet to be signed. **Continued on page 10**

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The PFI team at Charterhouse Bank has advised on successfully awarded contracts valued at some £4 billion since PFI was launched.

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2 PRIVATE FINANCE INITIATIVE: POLITICS

AGREED PROJECTS (£m)

<b>Scotland</b>	
Skye Bridge	24
Dumfries District Council	40
Other Scottish Health	20
<b>TOTAL</b>	<b>84</b>
<b>Wales</b>	
University Hospital	6
Oleira	16
<b>TOTAL</b>	<b>22</b>
<b>Northern Ireland</b>	
Bangor - Kinnegar Water	20
Laganside development	50
Other Northern Ireland	6
Westlink Roads Service	10
<b>TOTAL</b>	<b>86</b>
<b>Home Office</b>	
Bridgend Prison	80
Fazakerley Prison	80
Lowdham Grange Prison	36
Immigration Nationality Dept	41
Other projects	6
<b>TOTAL</b>	<b>244</b>
<b>Defence</b>	
Geran White vehicles	52
LISA Partnering	30
RAF White Vehicles	35
Others	30
<b>TOTAL</b>	<b>147</b>
<b>Transport</b>	
Channel Tunnel Rail Link	3,000
Dartford Bridge	150
Northern Line trains	400
Heathrow Express	300
(since transferred to private sector)	
Second Severn Crossing	300
Six DBFO Roads:	472
A69	10 (tranche 1)
A1 (M)	144 (tranche 1)
A417/A419	33 (tranche 1)
A1 - M1	200 (tranche 1)
A50	20 (tranche 1A)
A30	75 (tranche 1A)
<b>TOTAL</b>	<b>4,622</b>

(capital value of DBFO programme announced is more than 1bn - 37 projects)



<b>Social Security</b>	
National Insurance	150
Computers	120
BA/POCL	80
Longbenton-Newcastle	350
<b>TOTAL</b>	<b>680</b>
<b>Health</b>	
Amersham DGH	40
St James', Leeds	50
Royal Berks & Battle	20
Norwich & Norfolk DGH	170
Swindon & Marlborough	90
Central Middlesex	4
Smaller deals	85
<b>TOTAL</b>	<b>459</b>
<b>Environment</b>	
Waltham Forest HAT (170 new housing units)	15
<b>National Heritage</b>	
Royal Armouries	42
<b>Green</b>	
Greenwich student accommodation	11
<b>Treasury</b>	
Main building	190
<b>Inland Revenue</b>	
Regional HQ, Manchester	15
<b>LCD</b>	
LOCCS computer system	25

Profile: Michael Jacks by Alan Pike

# Quick response to valid criticism

The financial secretary is reacting positively to the concerns of potential bidders

When the Confederation of British Industry produced a report calling for changes in the operation of PFI, Michael Jacks, the financial secretary to the Treasury, issued an immediate response agreeing with many of its findings. Mr Jacks, the minister with prime responsibility for promoting PFI, has made a virtue of listening to critics, and acknowledging that they can sometimes be right. "I have never shirked criticism," he says. "It is not a showstopper, it's a help because it highlights where we have to do better. I welcomed the CBI report and viewed it positively because its tone was right, and if criticism is justified it is silly to say we are not going to do anything about it."

Mr Jacks believes the government has already taken

considerable steps towards addressing the complaints of excessive bureaucracy, lack of commercial expertise in Whitehall departments and excessive costs and delays that have been levelled by the private sector at PFI contract negotiations.

He cites the government's Guidelines for Smoothing the Procurement Process document issued this year which, he says, was welcomed by business. Mr Jacks feels it addressed many concerns and "changed the atmosphere" in which PFI negotiations took place. The government has also undertaken to train up to 10,000 civil servants in the skills needed to handle PFI negotiations, with the first 2,000 having completed the programme. "I have never disguised the fact that we will not instantly turn civil servants into business people, but it is an indication of our good intent to address candidly areas of criticism."

But, with criticism continuing, the government is about to go much further.

New guidance issued between now and the end of the year will seek to refine existing PFI arrangements in a number of crucial areas. Mr Jacks promises a "steady flow of material which is going to address many of the areas where there has been continuing criticism."

One of the most significant aspects of the new guidance will be the publication of standard contract terms. "There are complaints that people have to reinvent the wheel every time they do a PFI deal," says Mr Jacks. "We will produce some contract terms which try to standardise the approach for a number of typical situations. This is not to say that everything will be on a standard form - in certain areas such as prisons, the formula is well worked out. But in areas where there is a need for standardisation, this publication will deal with that particular problem. I think it will be widely welcomed."

Other guidance will cover the transfer of equity - addressing the question of



Michael Jacks: seeking to refine existing PFI arrangements

how contractors, having capitalised a project and got it running, can recycle their capital into another scheme - and output specifications. "PFI, in spite of having a large amount of capital in it, is about buying services," says Mr Jacks. "The specification of those services is utterly central to the success of any project. Tight procurement requires a tight specification."

Guidance documents will also address a series of other issues including project appraisal, risk transfer and EU procurement procedures. The next significant step

in the development of PFI, believes Mr Jacks, will be its extension to local government. He sees this as an important opportunity to bring more regional and local companies into PFI partnerships alongside the national groups that have made the running so far. Even critics of details of the PFI's introduction, argues Mr Jacks, recognise that it has quickly become a permanent feature. Initiative, he says, is a word used by politicians to describe an idea that they want to test, but of which they are not really certain. "It has been

suggested that we should now call PFI the Private Finance Institution. Nobody doubts that this partnership of public and private activity is here to stay - given a word or two of interpretation, there is no serious political party that would disagree with that."

Mr Jacks acknowledges that there has been "some slippage" in the time taken to complete deals, and is bracing himself for renewed criticism if targets are missed.

But he responds that this must be set against an increase in the rate of progress - in September 1996 agreed projects totalled £1.4bn, and the cumulative total by last month was £5.7bn.

He accepts that the government's new guidance is unlikely to stop criticism of the way PFI has been introduced. "People will always say we could do better, and I accept that and will continue to welcome the comment. "But we have gone beyond talking stock. We continue to develop the initiative. We continue to post success. When, in the next period, we say that we are going to do more deals we will have some justification for making the claim because the rate at which we are doing deals is speeding up," he says.

Labour: by David Wighton

# Difference in the details

The opposition party backs the initiative, but would refine its implementation

One of the most striking features of the PFI is the high degree of political consensus. The differences, such as they are, relate largely to detail rather than broad principle. But John Prescott, Labour's deputy leader, rejects the suggestion that Labour has come round to the government's way of thinking on private finance. He claims that it was all his idea in the first place.

Whatever its parentage, the major parties are both strong backers of the initiative. They are also, despite the rhetoric, largely in agreement about how the operation of the PFI could be improved. Labour calls for the government to be more selective in choosing projects for PFI treatment and recommends more training for civil servants involved in the process. The government replies that such reforms are already in hand. But Alistair Darling, the shadow chief secretary to the Treasury, insists that there are important differences in approach. Most fundamentally, he argues that it is the

responsibility of government to establish public spending priorities and that the Conservatives' increasing reliance on the PFI means the private sector is deciding which projects go ahead.

On an operational level, he is keen on the idea of having members of the PFI Panel broker early projects, which will then provide blueprints for future deals. He is also critical of some of the large PFI projects currently in the pipeline, which he suggests are little more than attempts to shore up the public finances now at the expense of future liabilities. Although he has not examined the proposed sale of Department of Social Security properties in detail, he says it has all the appearance of a simple "sale and leaseback" deal. "There is nothing new about a sale and leaseback and it is nothing to do with the PFI."

Some cynics believe that a cash-strapped Labour government will be tempted to step up the PFI in order to fund its public spending commitments on the never-never. Labour's reply is that its plans to overhaul government accounting will force Whitehall to be much more rigorous in project appraisals because the future liabilities generated by a PFI contract will be clearly shown on the

national balance sheet. Despite Labour's enthusiasm for the concept of private-public partnerships, Mr Darling says the potential must be kept in perspective. "If people think the PFI is the answer to all our

'If you were not transferring the risk you would not transfer the reward either'

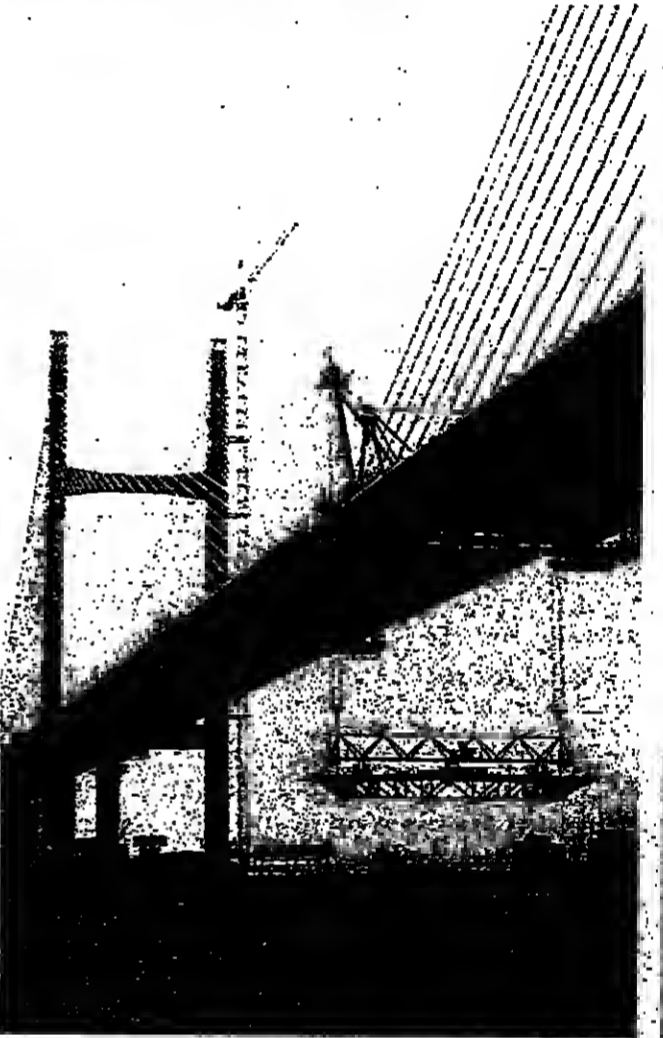
problems, that will condemn it to failure." On the vexed question of the transfer of risk, Mr Darling says Labour would be looking for a more "genuine partnership" between public and private sectors. "That means dividing responsibilities between the public and private sectors according to what they do best. In some cases that would mean transferring less risk to the private sector."

But he strenuously denies suggestions that a Labour government would be a soft touch and PFI projects would become a low-risk gravy train. "If you were not transferring the risk you would not transfer the

reward either. You must not get into the position where the public sector would be left holding the baby while the private sector runs away with the money."

One of the most pressing concerns of companies involved in the PFI is what Labour's attitude will be to its application in controversial areas such as health. Until recently, Labour policy was to exclude PFI from health entirely, as it was seen as amounting to backdoor privatisation. Some shadow cabinet members are still fiercely opposed to any further private sector involvement in the NHS. But earlier this year, the official position changed to opening up everything but "clinical services". It is not yet clear what it means by clinical services however and Mr Darling concedes that Labour's definition may be rather wider than the government's.

Mr Darling promises to provide a hit more detail at a conference later this month. But frontbench colleagues accept that the party needs to produce a more comprehensive statement of its attitude to PFI in health to reduce the uncertainty in the market. "We really have to sort out our position by Christmas," says one front-bencher.



Construction of the Second Severn Crossing: today, the bridge has a large private revenue stream and involves no payments by the public sector. All the revenue comes from motorists via tolls. The government's role is threefold: it awarded the initial contract; it has enforcement powers in case of default; and it regulates the incomes of the winning Loring-GTM consortium through a cap on toll levels related to the retail price index and a further cap on the revenue the consortium can make over the 30-year concession. Tony Atkinson

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PRIVATE FINANCE INITIATIVE: INTERVIEW 3

INTERVIEW Alastair Ross Goobey, chairman of the Private Finance Panel

Principal interpreter in 'dialogue of the deaf'

Mark Suzman talks to the City investment manager many hope will help public and private sector communicate

Alastair Ross Goobey was appointed chairman of the Private Finance Panel, a Whitehall agency funded by the Treasury to promote the PFI across the public sector, in May. He is chief executive of Hermes Investment, which manages Britain's post and telecoms pensions funds and was a former special adviser to Lord Lawson in 1987 and Norman Lamont in 1992 during their respective tenures at the Treasury.

How would you assess the past year for the PFI? Overall there has been substantial progress, albeit with notable problems in health, in property, IT, roads prisons and the Ministry of Defence. It is all going well. Government departments with projects already being built are now particularly enthusiastic about it. The Prison Service, for example, is delighted with the quality and speed of getting new prisons through PFI compared with normal public sector procurement.

What do you see as the main causes of the problems and delays that have dogged the programme so far? Some of the initial projects were not particularly well defined at the outline business case stage (the initial process of deciding whether a proposed project is likely to be suitable for PFI). Also, one should not underestimate what a dramatic

change in public sector service provision PFI represents. The whole focus has had to change from defining inputs to outputs. Basically, PFI delivery is about providing a service, not owning an asset. If you use private finance it is essential that there is some risk transfer to the supplier of the service and that has been difficult to negotiate.

Do you feel contracts are now emerging that can be used as examples for future deals? We are beginning to develop some templates, although none of them are perfect. But with prisons or roads we certainly have some quite successful models emerging and others will follow.

Are you concerned about capacity constraints? The problem with PFI is that we are trying to deliver 1,400 projects and there probably aren't 1,400 people in the country who have sufficient depth of knowledge about how PFI works to close a deal.

Contractors have withdrawn from some projects because they don't have the people resources or the financial resources to pursue them all.

It does suggest that the "let a thousand flowers bloom" approach may now be drawing to an end, although there are still difficulties with changing that because of the decentralisation of the process in areas such as health.

Could the problems in health be repeated in local government and education deals? I think it will be less of a problem because authorities already have a lot of experience in public/private partnerships and are very keen to improve their capital stock.



'The PFI should be viewed as a portfolio of deals; in any portfolio there will be good decisions and poor decisions. That is the nature of PFI - both sides are learning how to transfer risk'

What do you see as the proper role of the Private Finance Panel?

It is sometimes said that the PFI has been a dialogue of the deaf between the public and private sector. I see the Panel as a hearing aid. We carry messages which may not be welcome to either side and try to help solve structural problems. We also ensure government is aware of private sector concerns.

What do you think of the suggestion that the Panel needs to be turned into a more powerful executive agency that can co-ordinate all PFI deals? It is true that the Panel has no

powers other than persuasion and illumination but I question how you could change it. The idea is to get PFI accepted root and branch in the public sector.

But isn't there a problem with the lack of public sector expertise? I accept that the private sector is frustrated because new people (on the public sector side) come into contracts and make the same mistakes as their predecessors. So I can see why the private sector thinks [giving more powers to the Panel] is a good idea. But the only way PFI will stick is if it comes to pervade the whole culture of government departments.

Many people see PFI projects of the future being driven by a few kind of company rather than today's contractor driven consortia. Do you think this is likely?

It is logical, necessary and inevitable that new infrastructure companies are created to manage PFI projects. Although many contractors want to recycle some equity, several are already looking at longer term service provision themselves. The utility companies are also good candidates. It will take time though - five years is probably the minimum time scale for these companies to stand aloof.

Do you feel there are still outstanding political problems around the issue of PFI? The Labour Party has made it clear that PFI will stand. Basically there's no other game around. However we as a panel will do what the government asks us. Any changes will be for the government of the day to decide.

What have been the most important lessons so far? In practical terms we now know we shouldn't advertise for tenders until the outline business case is really set up and we should then shortlist as few companies as possible. Both

these changes should help get a preferred bidder to contract more quickly. Also, there will always be some deals where the government ultimately does very well and some where the private sector does. The PFI should be viewed as a portfolio of deals; in any portfolio there will be good decisions and poor decisions. That is the nature of PFI - both sides are learning how to transfer risk. But while I am under no illusion that PFI has taken longer and been more complicated than expected I have no doubt at all that the overall value for money that the public sector ultimately gets out of it will be substantial.

Advertisement for CIBC Wood Gundy's £125 million PFI Equity Fund. The ad features a globe with lines connecting to various project boxes. The boxes list projects such as \$1 billion Highway 407, \$850 million P2 Bridge, \$200 million office opportunity fund, A19 DNPU road widening, Over £27 million of aggregate debt raised, The 4th toll road in China, \$380 million Atlanta Airport, \$152 million Chicago Metropolitan Pier & Exposition Authority, \$600 million Aberdeen copper/gold project financing, \$1.5 billion Fibre Optic Link across the globe 'FLAG', and Chicago, Rome/CIBC CEF partnership investing in infrastructure in NE Asia. The ad also includes text about the fund's focus on project finance and a list of global offices.

4 PRIVATE FINANCE INITIATIVE: LOCAL GOVERNMENT

Local government: by Alan Pike

# Promoting partnerships

Projects have been identified and new rules should start the flow of deals

The introduction of PFI in local government has always had the appearance of an exercise in hard work.

It was acknowledged from the outset that the complexities of local government finance, and the relatively small scale of many of its potential projects, might be deterrents to private sector interest. Just as efforts to address these questions were in progress, the High Court added another serious hurdle.

The court decided in May that Credit Suisse could not recover £17m loans from Allerdale and Waltham Forest councils, because the two authorities had acted outside their powers in guaranteeing them. Although not directly connected with PFI, the timing of the judgments - only a month after the launch of

formal attempts to promote the initiative in local government - raised private sector apprehension about partnerships with councils.

But ministers hope that relaxations in local authority capital finance rules, due to be introduced this autumn, will become the starting point for a substantial flow of PFI deals. The new rules are intended to make PFI more attractive to local authorities because appropriate projects will no longer count as a charge against their capital resources.

Councils throughout the country have identified a variety of potential PFI projects - ranging, says Paul Bryans, chief executive of local government's Public Private Partnerships Programme (4Ps), from information technology to crematoria. But he does not expect many of these to move beyond the ideas stage until the new regulations have become established.

"Local authorities and the private sector are waking up

to PFI opportunities, but getting suitable regulations in place is going to be the driver for completed deals," he said.

There are two fundamental local authority concerns - that PFI should remain voluntary, and that projects should be treated as additional items to councils' tightly-controlled budgets. Local authority representatives have told the government that the spirit of PFI schemes being additional items must be reflected in the annual capping arrangements under which the government limits the total expenditure of each council.

4Ps was set up by the local authority associations earlier this year to promote PFI and other public-private partnerships. This week, 4Ps' staff embarked on a nationwide series of presentations to promote the initiative among councils and widen understanding of potential opportunities.

In addition to raising interest in PFI among councillors and officers, the unit



Not always small scale: highways will yield big schemes for local authorities who are responsible for most road, bridge and tunnel maintenance

has to find ways of smoothing the private sector's path towards completing deals with local authorities. It is currently developing pathfinder projects built around common structures, using standard documentation as far as possible.

This should, says Mr Bryans, help private sector partners assemble portfolios

of smaller projects. He rejects the conventional wisdom that most local government PFI ideas will be small-scale, and by implication perhaps of less interest to the private sector than schemes promoted by Whitehall departments.

"Local government will have its share of very big schemes," he said. "It is

local authorities, rather than the Highways Agency, that are responsible for most road maintenance and for maintaining many bridges and tunnels - so highways will yield big schemes.

"District heating schemes, enabling the private sector to supply and maintain central heating systems to large numbers of homes, also have

the potential to produce big projects.

"But not all local authority PFI schemes need to be big. There are many smaller companies, which could not bid for very large projects, that currently do a great deal of work for local authorities. We need to get the message through that PFI can be for them as well."

Bryans and his colleagues are looking at ways of linking smaller projects together to create suitably-sized PFI packages.

A single PFI contract could, for example, harness private sector resources to refurbish and maintain a group of school buildings - most obviously within one local authority area, but perhaps eventually involving several councils.

If the complicated and rule-bound local government finance structures are a pos-

sible barrier to private sector interest, politics may be another. During the lifetime of a typical PFI scheme, the control of some closely-balanced councils might pass between the political parties several times. Potential private sector partners could regard this as introducing an additional element of uncertainty to PFI in local government.

Mr Bryans does not accept that the political composition of a council will influence its attitude to PFI. "Since 4Ps was set up, we have discussed proposals for schemes with councils of all shades of political control. When a council approaches me with an idea, it does not occur to me to wonder which party controls it. All councils share a common interest in providing high quality services. If PFI can help do this, they will be interested."

## OUR PFI TEAM COMPLETES THE PICTURE



From Stonehenge to satellites, via 28 NHS Trusts, a dozen defence projects, pathfinder education schemes, the Channel Tunnel Rail Link and the Millennium Exhibition, the PFI is a major business for KPMG. Our all encompassing skills enable us to play a major role in the creation of PFI deals, whether with private sector bidders or public sector clients. Few, if any, other firms can provide such a range of creative support in PFI.



means business

For more details contact Dr. Timothy Stone on 0171 311 1000.

Local authority finance

## Using carrot and stick

Sweeping new regulations aim to encourage councils to participate in PFI

New regulations which come into force on October 31 are the most sweeping of a series of recent government attempts to clarify local authority capital finance rules.

David Curry, local government minister, believes they will clear the way for councils to take up PFI. "We intend to give local authorities all the support they need, with experts from government departments ready to work with them to ensure the delivery of practical schemes," he says.

The new regulations address most of the issues that local authority representatives told ministers must be resolved to make PFI viable in the sector.

Provided PFI contracts transfer a sufficient amount of risk to private contractors, they will not count against councils' capital resources.

To qualify, contracts will have to provide for a contractor's payments to be reduced to 80 per cent of normal if service falls below expectations. Ministers had originally proposed a 70 per cent threshold, and the 80 per cent level will make more schemes eligible.

Under the new regulations, PFI contracts will be able to involve either lump sum payments by local authorities to contractors, or revenue sharing agreements.

The government will have power to approve, on a discretionary basis, projects which fail to meet the precise criteria for local government PFI schemes.

There will also be discretion for the government to approve schemes which include input from local authorities' own direct service organisations. This could be a significant factor in persuading some councils, anxious not to put the viability of their in-house services at risk, to adopt PFI. It

might mean, for example, a direct service organisation being contracted to maintain buildings transferred to the private sector under a PFI contract.

Mr Curry has said revenue payments to finance PFI schemes will not be covered by the rules under which local authorities' total budgets are capped by the government - meaning such schemes can be treated as additional to current spending.

This has been welcomed by council leaders, although they remain concerned that the principle is one that might not permanently survive the annual allocation of government grants to local authorities.

Ministers intend to make revenue support of £50m this year and £200m next year available to help get PFI started in local government.

The development of PFI in local government depends on the willingness of councils to participate. Local authorities, unlike central government departments and agencies, are under no obligation to consider PFI as an option when planning capital projects.

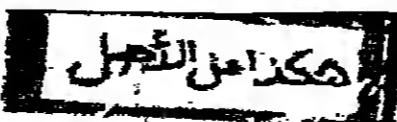
But current tight government controls on conventional capital spending will be a powerful incentive for councils to consider partnership with the private sector. Mr Curry has said that schools, police stations, fire stations and roads are all examples of local authority investments that the government regards as suitable for PFI.

Outside the specific requirements of the capital finance regulations, individual councils will retain considerable flexibility in determining the shape of PFI schemes - something which should appeal to potential private sector partners. Substantial issues, such as determining whether the public or private partner owns a capital asset at the end of a contract, will be determined in the local level contract negotiations.

Alan Pike

Government revenue support for local authority PFI		
	1996-97	1997-8
Transport	5	35
Education	15	35
Police, fire and probation	14	45
Social services	2	5
Magistrates' courts	2	20
Non-HRA housing	10	30
Other services	2	30
<b>Total England</b>	<b>50</b>	<b>200</b>

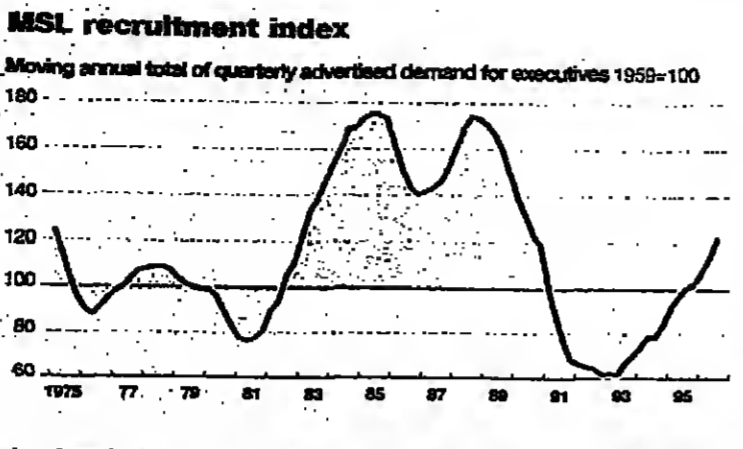
Source: Department of the Environment.



RECRUITMENT

The rise may foreshadow problems, says Richard Donkin  
**Demand quickens**

A steady rise in advertising demand for executives from a low point in 1993 appears to be quickening, according to the latest quarterly figures from MSL, the human resources group.



The MSL index, which has a good record of running slightly ahead of trends, is predicting a boost in economic activity towards the year-end. Advertised demand for senior managers is up 31 per cent on the third quarter of 1995.

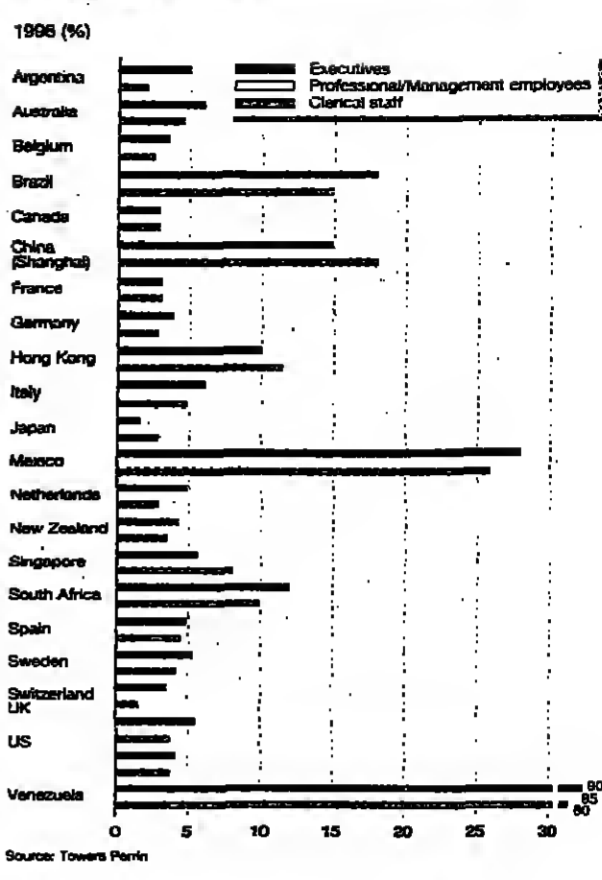
other functions within companies," says Gary Ling, MSL Group chairman. But Ling warns that the figures foreshadow some recruitment problems. "If past experience is an indicator, the scale of the increase in the index will be followed by the appearance of shortages in certain skill areas or industry sectors."

**Across the global remuneration gap**

The "fat cat" debate about the pay packets of top executives which captures the headlines in the UK has never reached the same intensity in the US. Companies there seem more concerned about the ratio of top salaries in the bottom end of remuneration.

Kong and Singapore (both 38). In Europe, the UK multiple of 19 is the highest among the countries listed, ahead of Italy (17), France (16), Spain (15), Germany (11) and Switzerland (10). Switzerland's comparatively low multiple is explained by its high wages in manufacturing, where employees are the highest-paid in the world - basic gross wages average just below \$50,000.

**Salary increases**



Richard Donkin  
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Located within the European financial control function, the team will work closely with colleagues in operations and technology to improve the current operating environment and to ensure consistency with the long term systems architecture. Current priorities include risk management, inventory control, interest analysis and the collation of management information.

The immediate need is to recruit an experienced project manager and additional young professionals to join the team. The project manager will have up to five years' post-qualification experience, whilst team members will probably be in the two/three year qualified range. Core requirements for all positions are likely to include:

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**Price Waterhouse**

Management Consulting

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A degree or equivalent in Economics or Business Studies would be ideal, whilst the ability to write on economic and financial matters in both German and English is essential. Beyond that, journalistic, analyst or investment writing experience - and knowledge of the German Mutual Fund industry - would be beneficial. Ref: IE/16.10/FT.

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**KPMG**

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- Gulf
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Reporting to the Assistant Managing Director for Finance, the Group Treasurer will be responsible for establishing and managing the treasury function at group level, for planning, implementing and monitoring performance and for cash forecasting and management systems for the Group's treasury activities.

Educated to degree level, with a further degree or professional qualification, the successful candidate will have at least 15 years' experience of senior corporate treasury management in a multi-national organisation with significant overseas subsidiaries. He or she will be used to operating at a senior level in a multi-cultural environment and will have experience of working with major international financial institutions. Team leadership, proactivity and the ability to develop a world class treasury function will be essential to the role. Previous Middle East experience working in a multi-function conglomerate will be a significant advantage. This post will initially be a two to three year contract. Ref: 0700.

#### Project Financing Manager

• to £100,000 pa

This role reports to the Group Treasurer and will hold responsibility for analysis and advice for funding and structuring of major international projects. A key requirement will be the ability to provide detailed advice on financial, taxation and legal factors affecting investment decisions and structuring. Modelling and analysis of project proposals, the negotiation and development of complex finance structures as well as risk analysis of major projects will be essential requirements.

Educated to degree level, preferably with an accounting or legal qualification and 10 years' experience of working at a senior level in international project finance will be needed. Experience of development, structuring and negotiation of large funding projects, including joint ventures and partnerships, will be necessary, as will evidence of an innovative approach and successful transaction implementation. Ref: 0600.

The posts attract generous employment packages and are based in the Gulf area.

If you meet the demanding criteria for these senior financial positions, please send your CV with details of current remuneration, quoting the appropriate reference number, to Janina Harper or Bernard Grant, KPMG Selection & Search, 1-2 Dorset Rise, Blackfriars, London EC4Y 8AE, fax number 0171 311 5872.

KPMG Selection & Search

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You should be an ambitious person, prepared to work hard, with an eagerness to become outstanding in the field. It is also likely that you will have one or more of the following:

- A banking, accounting or legal qualification, with experience in a professional services firm or the 'front office' of a leading bank or other financial institution.
  - An understanding of structured finance or leasing including a knowledge of transactions using hybrid instruments, hybrid entities, tax sparing, preference shares, derivatives, special purpose vehicles, project finance structures etc.
  - A relevant knowledge of international tax regimes (such as US, Japanese, German and UK) which apply to these transactions.
  - Cash flow modelling experience, including a knowledge of instrument pricings.
- In addition, you will have:
- An international outlook and a willingness to travel.
  - The ability to work with people in a team.
  - A consulting mind-set.
  - Influencing skills and the ability to communicate clearly.
  - The willingness and desire to do something different.

If you are interested, and we hope you are if you have read this far, please send your CV to: Peter Wilson, Lead Structured Finance Partner, or Ailsa Adair, Tax Recruitment Manager, Price Waterhouse, Southwark Towers, 32 London Bridge Street, London SE1 9SY.

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Please send a full cv to: Stephen Grant, Morgan McKinley Associates, Ruskin House, 40/41 Museum Street, London WC1A 1LT. Tel: 0171 404 4100 Fax: 0171 404 4334.



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- strong analytical and financial modelling skills

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- strong analytical and financial modelling skills

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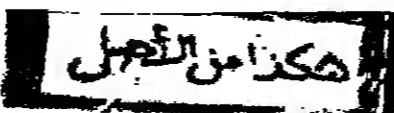
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Interested candidates should contact contact **Richard Parnell**, or **James Rust** at **Robert Walters Associates** by sending a detailed curriculum vitae stating current remuneration to **25 Bedford Street, London WC2E 9HP** or faxing details for their attention on **0171 915 8714**.  
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Junior developer required to support the day to day running of an interest-rate exotic trading desk. Experience required: Excel/VBA, SQL, C/C++ and Windows/NT. Suitable candidates will have a numerical background with 2 years' experience as a professional programmer. Business experience preferred.

**Senior Systems Developer**  
Senior analyst/developer required to improve and enhance a front-office exotic interest-rate trading and risk management system. Experience required: C/C++, object-oriented design, SQL, Excel and Windows/NT. The ideal candidate will have a numerical science/engineering background with at least 5 years' as a professional analyst/programmer. Business experience in a similar environment required.

**Middle Office Support Systems Developer**  
Responsible and mature person required to support the regulatory reporting requirements in the middle office for an exotic interest-rate trading group. Experience required: Excel/VBA, SQL, Windows/NT and C/C++. The ideal candidate will have a numerical background with professional experience with a systems environment. Business experience preferred.

Please send full CV to: Michelle Boreham, BZW, Treasury Products, 1st Floor, Abbey House, 1 Royal Mint Court, London EC2M 3JH. Tel: 0171 233 9950. Fax: 0171 233 9951.

## FINANCIAL MANAGER

An investment Company in Doha - Qatar - Arabian Gulf is looking for a manager with the following qualifications:

- Minimum ten years experience leading to a senior position in an investment company
- Skills in financial analysis
- Good understanding of financial and capital markets
- Excellent financial and managerial accounting skills
- IT based skills
- Knowledge of credit card and insurance business is a plus but not a prerequisite.

Excellent salary package is offered to the successful candidate.

Interested? Fax your full CV to:

Group Investment, Personnel Manager  
Tel: 00974 444 444 Fax: 00974 445 474

## INTERNATIONAL TRADE FINANCE

Due to a clear commitment to International Trade Finance in the Emerging Markets, this established European Bank requires an additional specialist in executing and structuring complex deals. Current expertise with the full range of products, negotiations and the ability to market and build Customer Relationships is of prime importance.

You will be a fully credit trained Corporate Banker currently working in a Bank or Leading Commodity House who is looking for a decisive career step in management. You should have at least 4 years' relevant experience in Trade Finance including a minimum of 2 years in Structured Trade Finance and be aged up to 35. Flexibility to travel is required. European language(s) would be an advantage. Excellent salary package.

For further details please call Mike Blundell Jones on: 0171 430 2355



Staple Inn Buildings (North) High Holborn London WC1V 7PZ Fax: 0171 404 6275

## EMPLOYMENT OPPORTUNITY IN ATHENS

Financial office requires for their forex department the following positions:

- Two dealers with minimum 8 to 10 years experience with dealing rooms in banks or securities house
- Two traders (3 to 5 years experience) Forex spot market.

Attractive terms and conditions. Fax résumé in confidence to +30-1-896-2867, Attention Mr. C.E. Dante

## INTERNATIONAL M&A

A leading mid-market international M&A advisory firm with a world-wide presence is seeking entrepreneurial professionals, with a minimum of five years transactions, experience, to join its London offices.

Please send resume in confidence to Box A5719, Financial Times, One Southwark Bridge, London SE1 9HL

## Arbitrage Trading Group

seeks

Bond Futures Arbitrage Traders for Life floor. Life floor futures trading experience a must.

Applicants should call julie at (171) 329-0428 or fax resume to (171) 329 0425

## APPOINTMENTS WANTED

### Anglo-Swiss Banker

Geneva Based Extensive experience of International & Offshore credit & investment, including ship finance in Europe, Africa & the Caribbean available for long or short term assignments. Write to: Box A5722, Financial Times, One Southwark Bridge, London SE1 9HL

### Chartered Accountant & Barrister

Highly computer literate: late thirties; Licensed Insolvency Practitioner; substantial commercial experience in corporate/distress finance, company realisations & de facto CEO, seeks positions.

E-Mail Grant Jones 100714.144@CompuServe.Com or Fax 0171 265 6533

### EQUITY DERIVATIVES EXPERTISE

15 years senior executive experience covering all equity derivatives products. Track record of setting up equity derivative businesses for major houses. Available full-time or as consultant. Recent specialisation in emerging markets. Multilingual. Reply to: Box A, Financial Times, One Southwark Bridge, London SE1 9HL

INVESTMENT BANKING. FROM A TO

A Geneva based organization with oil, shipping and banking interests has an immediate opening for a

## CHIEF FINANCIAL OFFICER

with the following qualifications:

- at least 10 years of international experience with a large corporation or a bank,
- ability to lead and organize the financial reporting of the consolidated group and/or divisions,
- the ability to coordinate certain bank relations for the holding company plus the related companies as regards trade financing,
- the responsibility for work with banks or international credit agencies for project finance,
- past experience in trading, shipping or banking will be an advantage.

The candidate will also be called upon to participate in some internal audit functions.

To assume these responsibilities, the candidate should have:

- strong financial statement analysis skills,
- knowledge of audit procedures,
- good command of spoken and written English,
- proven track record in negotiating with Banks.

Please send your cv to Box A5717, Financial Times, One Southwark Bridge, London SE1 9HL.

## DERIVATIVES ARBITRAGE TRADER

CITY

Our client, a leading Investment Bank, is seeking to recruit an experienced Derivatives Arbitrage Trader.

The successful candidate will have 2-4 years market experience of major currencies, as well as an excellent understanding and rare acumen in trading in derivatives products. Ideally, you will hold a BBA and MBA qualification and have a strong mathematical background, with particular specialisation in option theories.

An excellent knowledge of financial economics will also be a distinct advantage.

Duties include the following:

- Risk management and trading of arbitrage positions including both derivatives and securities.
- Running risk position and monitoring closely.
- Running multicurrency risk and hedging accordingly.

Please reply to Box No. A5718 The Financial Times, 1 Southwark Bridge, London SE1 9HZ enclosing a full Curriculum Vitae.

## National Bank of Bahrain



بنك البحرين الوطني

National Bank of Bahrain is a leading commercial bank based in Bahrain with assets over US\$2 billion. The bank's results have been impressive, NBB recorded during the first half of 1996 an annualised ROA of 1.7% and ROE of 15.8%.

To further strengthen the high calibre of the Treasury & Capital Markets team, NBB invites applications for:

### SENIOR FX SPOT/DERIVATIVES TRADER

#### Major responsibilities

- Trade FX spot, forward, futures and options with particular emphasis on derivatives.
- Develop and market a wider scope of treasury products as required by the bank and its clients.

#### Position requirements

- Minimum of 5 years experience in a highly competitive FX trading environment, in a major financial centre.
- Successful track record and extensive knowledge of FX markets, particularly in trading G3 currencies.
- Well developed skills in Exchange trading, Margin trading, etc. are essential.
- A good university degree, PC literacy and a sound understanding of FX technical analysis would be advantageous.

NBB offers a competitive remuneration with excellent compensation and benefits. Qualified candidates should forward their C.V., including salary history, preferably within two weeks, to:

AGM, Corporate Services  
National Bank of Bahrain,  
P.O. Box 106, Manama, Bahrain.

## European/Emerging Markets Sales Executives

### Technimetrics, Inc.

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Technimetrics, Inc. is the leading financial database and consultancy company serving the investor relations and stockbroking communities worldwide. We are currently looking for dynamic sales people to join our international team based in London. Potential candidates for our territories in Scandinavia, Israel and India should be entrepreneurial and goal orientated, preferably with previous sales experience. An understanding of financial markets, strong communications skills and languages would be an advantage. Travel will be an essential part of these roles. Salary is related to experience and performance. Please send your C.V. to:

The Personnel Department  
Technimetrics, Inc., 84 Newman Street,  
London W1P 3LD

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(勤務地: ロンドン)

- 三年以上の上記の業務経験のある方。
- 政治、経済並びに通貨金利相場動向についての知識を有する方。
- 英語、日本語が堪能な方。

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Clare Woodcock  
Personnel Department  
The Fuji Bank, London  
7-11, Finsbury Circus, London EC2M 7DH



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If your present role isn't giving you the satisfaction you need or circumstances mean you are looking for a new position or career change, we can help. Building on nearly twenty years of success, The Mainland Partnership has introduced a new dimension into Career Management, focusing on your individual requirements.

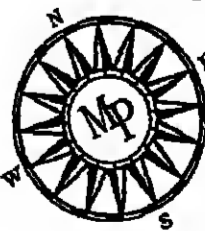
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ACCOUNTANCY APPOINTMENTS

**Group Finance Manager**  
*Public Company*

Central London - To £50,000 + car + benefits

- Established as one of the UK's leading restaurant groups, our client, a fully listed public company, forecasts continuing, rapid expansion.
- To support an acquisition driven strategy, the Board has decided to appoint a dynamic, commercial Group Finance Manager capable of delivering quality service within a results driven environment.
- Reporting to the Finance Director your responsibilities will include managing the reporting and analysis of overall business performance, budgeting, forecasting, taxation and company secretarial matters. In addition, you will be instrumental in both developing and improving all reporting systems, and in enhancing the accounting team in line with the organisation's business plans.
- The successful candidate will be an energetic qualified accountant with strong technical and commercial accounting skills gained in a fast moving, entrepreneurial environment. You will be a committed team player with an outgoing personality and the requisite adaptability and credibility to inspire employee confidence at all levels. This role would suit an ambitious professional looking to succeed within a performance oriented organisation.

Please write outlining your suitability for the position, enclosing a cv with current remuneration details to Richard Pooley at Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Foster Lane, London EC4A 3NH, fax: 0171-931 1022, ref: RP00088.

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**INTERNATIONAL TAX ADVISER**  
Chemicals Business

London £ Attractive Package

The Royal Dutch/Shell Group of Companies is Europe's largest multi-national group. The Chemicals Businesses within the Group have a turnover of £9 billion. As a result of increasing activity in investment projects, joint ventures and corporate restructuring a position has been created for an international tax adviser.

The role reports to the Chemicals Tax Manager and the appointee will work alongside two other international tax advisers. The primary responsibility will be to provide advice on tax and corporate structure issues for international projects, joint ventures and business transactions.

It is expected that the successful candidate will have extensive experience in an international tax environment and will have shown good career progression to date. The appointee is likely to be in their early to mid thirties to have attained the appropriate level of seniority. The role demands a commercial mind, good negotiating skills and an ability to communicate well with operational management.

Shell can offer excellent career prospects, both in the UK and overseas, along with a comprehensive and highly competitive remuneration package in line with the challenge of the role. Relocation assistance is available where necessary.

For further information and to make your application, please contact our recruitment adviser, Paul Tanton, at Harrison Willis, Cardinal House, 39/40 Albemarle Street, London W1X 4ND, or telephone 0171 629 4463 (evenings and weekends 0181 940 3842). Fax: 0171 344 0361. E-mail: hwgroup@hwgroup.co.uk



CAREER OPPORTUNITY IN KUWAIT

**General Manager - Financial Services**

Alghanim Industries, a leading and dynamic Kuwaiti trading conglomerate, with significant global interests, is seeking to engage a talented professional to lead a wholly-owned subsidiary which has a substantial Consumer and Trade Finance Portfolio.

The group now plans to substantially expand its activities to provide a full range of financial services which have a high potential profitability.

Reporting to the Executive Vice President and Chief Financial Officer, your role will involve defining critical success factors which will enable you to identify, develop and establish profitable new services and ventures. As well as the day to day management of the company, you will also play a major role in assessing the potential of the Kuwait market by comprehensive analysis of economic trends, both internationally and within the Middle East. You will, in addition personally control the consumer and trade credit functions, reviewing the effectiveness of the company's credit policy and ensuring adherence to sound risk management practices.

You will ideally have gained extensive, broad-ranging experience in a financial services environment, covering Portfolio Investment, Leasing, Consumer Finance and Insurance operations. Strong communication and people management skills are important, as is the ability to work under pressure and to tight deadlines.

The position requires a mature individual who is motivated, imaginative and persuasive, with an entrepreneurial approach in order to take advantage of the potential for considerable business growth.

Broad experience of international and Middle East financial service practice and relevant academic qualifications are highly desirable. You will enjoy an attractive tax free salary and a package which includes excellent performance related bonus, generous housing, life and medical insurance, paid holidays and air fares and transportation allowance.

If you match the requirements for this challenging position, please fax your detailed CV, in confidence to:

Director of Human Resources  
Fax No. (00965) 4847244.



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ACCOUNTANCY APPOINTMENTS

**FINANCIAL CONTROLLER**

Ukraine based Excellent Package

**THE COMPANY**  
This major multinational FMCG company is well known for its high profile throughout Eastern Europe. This sophisticated managerial approach combined with considerable strategic investments throughout the region and an attractive portfolio of premium and local brands have made them one of the market leaders in this challenging region. Ongoing concentration on the Emerging Markets of the World will lead to further growth and your success in this phase of their development will ultimately result in further exceptional international career opportunities.

**THE ROLE**  
For its operations in the Ukraine our client is now looking for a Financial Controller. You will lead a dedicated local team and manage all aspects of Internal Reporting, Financial Planning and Budgeting on a day to day basis. You will be responsible for the financial planning and control of the entire production unit enhancing the companies manufacturing and sales operation, as well as the quality of information affecting the management decision making process. In all aspects of the challenging position you will be actively supported by the senior management of the holding company in Kiev where you will also report to.

**THE PROFILE**  
Your skills will combine all aspects of accounting including financial management, that ideally will have been gained in a production environment. You will have the ability to speak fluently in Russian and English. Experience will have been gained in managing local finance teams in an emerging markets environment. Common sense and the ability to prioritise will be a major quality of your personality. Excellent computer skills are a prerequisite for this post. You will take a hands-on approach to management and be able to adapt to the challenging conditions of this fascinating but demanding environment.

Please send a full résumé with a covering letter to the address/fax below quoting reference FT 3025 on all correspondence. Applications will be treated in the strictest confidence.  
Antal International, Shropshire House, 1 Capper Street, London WC1E 6JA. Fax no 0171-637 0949.



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**Finance Director**

**International Joint Venture**

Very Attractive Expatriate Package Saudi Arabia

Pivotal role at the centre of prestige high tech project to establish a state of the art industrial facility for a consortium of major, blue chip companies.

- THE POSITION**
- Responsible to the Board for all financial and administrative functions in the start-up business. Ensuring optimal systems and procedures from the outset.
  - Initial emphasis on working with consultants and joint venture colleagues to finalise detailed business plan to the satisfaction of equity partners, funding bodies and banks.
  - Creating and leading all financial reporting and controllership systems within the company. Imposing highest standard of financial management and practice.
  - One year renewable contract. Accompanied expatriate status.
- THE CANDIDATE**
- Bright, determined and resourceful qualified Accountant or MBA. Demonstrable track record in international JVs and strategic/business planning.
  - Broad-based financial management experience. Familiar with complex manufacturing and service environment.
  - Mature and diplomatic leader with drive and excellent man. management, staff development and motivational skills. Proven negotiating and commercial acumen.
  - Ideally an Arabic speaker with cultural empathy for Saudi Arabian Society.

Please reply in writing quoting reference number B329 and giving full salary details and enclosing a copy of your CV to the address below:

International Executive Search & Selection.



Hanover Fox International, 2440 The Quadrant, Aztec West, Bristol BS12 4QX, United Kingdom  
Tel: +44 (0) 1454 878402  
Fax: +44 (0) 1454 878602

**Management Consultancy • Corporate Finance • Internal Audit**

Which one grew 260% last year? Right third time.

You might be surprised that the business in question is Internal Audit Services at Ernst & Young. It's our fastest growing practice area and we're confident that even greater market potential exists for a service which is both unique and highly innovative.

You may be even more surprised to discover how similar Internal Audit Services is to a management consultancy practice. We can offer all the variety of assignments and clients, the intellectual challenge and opportunity to make a

positive impact by providing solutions which truly benefit our clients' business and profitability.

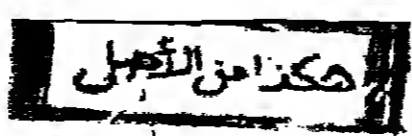
This is no ordinary internal audit. At Ernst & Young, our unique approach to internal audit and risk management has produced spectacular business growth and exceptional career prospects for ambitious professionals. We aim to add real value to our clients' businesses through proactive partnerships that share both risk and reward. It's a highly successful formula, and we're

confident that even greater market potential exists in this field.

This is no soft option or career backwater. We are looking for people with the energy, personality and initiative to drive the commercial development of a dynamic and thriving practice area, both in the UK and internationally. We're interested in candidates at all levels across the UK. Salary packages will range from £30,000 to six figure packages depending on your experience, skills and location. You may be

in management consultancy, in industry or with the audit practice of a leading firm, but in any case you must be looking for something challenging and different, involving high levels of client responsibility and business exposure.

To find out more, contact our advising consultants, Matt Leedham or Steve Blair on 0171 831 2000 or write to them enclosing a full CV at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Fax: 0171 831 6662.





## FINANCIAL ANALYST

**Frankfurt or Basingstoke Excellent Package**

De La Rue plc is the largest commercial banknote and security printing company in the world. Following an internal promotion within one of their key operating divisions, an opportunity of unparalleled potential now exists for a highly motivated fast track finance professional. Working within a technologically advanced business unit, specific responsibilities encompass the German subsidiary based in Frankfurt.

### THE COMPANY

- Autonomous operating division of this major blue chip plc
- Leading provider of banking equipment to German financial institutions
- Significant client base; customer orientated approach
- Dynamic and entrepreneurial environment
- Highly profitable; huge growth potential
- Creative and innovative; at the forefront of specialist systems design

### THE PERSON

- Commercially minded finance professional; aged 30 - 36
- Internationally recognised accounting qualification
- Proven track record of commercial analysis within a manufacturing organisation
- Conversational English and German
- Knowledge of UK/German GAAP
- Value added approach
- Management presence; strong influencing skills

### THE ROLE

- Direct reporting to the Divisional Financial Director
- Pivotal role between finance and operations
- Commercial analysis of business performance
- Capital appraisal and financial review
- Budgeting and cash flow forecasting
- Enhancement of existing internal systems

This role attracts a high basic salary, good bonus, car and relocation assistance if necessary. If you would like to discuss this outstanding opportunity please contact our advising consultants Shamima Sharon Parekh or James Heath at Executive Match on 44 171 872 5544, or fax your CV quoting ref. F/480 to:

**EXECUTIVE MATCH**  
1 Northumberland Avenue,  
Trafalgar Square,  
London WC2N 5BW.  
Fax 44 171 753 2745



## It doesn't get much better than this Finance Director

West London

c £45,000 + Equity Options

'Phenomenal' is one way to describe our client's success over the past six years. From nothing, this company has established itself as the market leader in its specialist retail field, with over 30 quality retail outlets throughout the UK and Ireland. The company's success has been based primarily upon its rapid attainment of a nationwide retail presence and brand; the quality and value of its exclusively developed products; the standard and innovation of its merchandising and lifestyle marketing and real visionary leadership.

This is only the beginning. Having developed the business to this point, the Board is now looking to implement a new executive team to take the company into the next millennium. The prospects for the future

are no less impressive than the company's success to date and could ultimately involve the company's flotation.

The new post of Finance Director is to play a key part in this three strong management team. Your brief will be to provide clear and incisive financial leadership and to help develop the commercial management of the business. Probably from a retail background, you will have the technical ability to master a commercial finance function yet the entrepreneurial skill to see beyond the figures and create business opportunities.

If you are looking for a chance to use your business acumen and flair in a fast growing, successful business with the opportunity of equity share and a real future...then it doesn't get much better than this.

If you believe you are up to the challenge, then send your CV to Keith McCambridge at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH or call him on 0171 269 2296 for more information.



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## Business Development Accountant

Croydon

£35k-£40k + Car + Benefits

Nestlé is the world's largest branded food manufacturer, employing 200,000 people and selling a wide range of products worldwide. The Group's success is based on a commitment to invest heavily in research and development combined with some of the most enterprising marketing activity around. Brands such as Nescafé, Kit Kat, Quality Street, Perret, Crosse & Blackwell, Lyons Maid and Findus make Nestlé part of the life of millions of people around the world.

Within the UK, Nestlé has operations in 23 locations and total sales in excess of £1.7bn. Headquartered in Croydon, it has four main trading divisions and two further businesses which focus closely on their own particularly markets. As a result of an internal promotion, the business is now looking for a high calibre accountant to join the Business Development and Analysis Team.

Reporting directly to the Business Development Manager, the successful candidate will work as part of this small, multi-disciplined consultancy team which provides high profile analyses, recommendations and support on a range of strategic issues across the business. Specifically, responsibilities will include:

- evaluation of key issues and opportunities facing the business
- provision of competitor, industry and economic analyses and comment to the business
- identifying and executing acquisitions and disposals
- leading and motivating up to six individuals during certain assignments.

A qualified accountant, you will have gained an impressive record of two to four years' post qualification experience. This will have been gained either in a substantial industrial based organisation or within a number of departments within a leading firm of Chartered Accountants. In either case, your success to date stems from an open minded, commercially oriented approach. You are committed, energetic, tenacious and capable of working in an environment that is characterised by a competitive, forward thinking culture.

An attractive package and the potential to develop an outstanding career in a global meritocracy and leading FMCG "player", complete the opportunity.

Interested candidates should apply to our advising consultant Jonathan Jones of Jones Christopher, enclosing a full curriculum vitae and remuneration details. Please quote JJ2721 on all correspondence.

Note: Any CVs submitted directly to Nestlé UK Ltd will be forwarded to Jones Christopher.

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FINANCIAL RECRUITMENT CONSULTANTS

Jones Christopher, 4th Floor, Linnen Hall, 162-168 Regent Street, London W1R 5TB. Tel: 0171 306 3202. Fax: 0171 734 6280.



## BUSINESS AND TECHNOLOGY REVIEW

Fast Changing Financial Services Group

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With an impressive record of success, our client's operating profit has more than doubled in the last four years, matched by a consistent growth in share price and dividends. Staying at the forefront of a rapidly changing environment, the group continues to grow organically, through acquisitions and by moving into new markets. Building on its reputation as a leading life insurer, our client's interests also include unit trusts, fund management and, most recently, retail banking.

The group's London-based operational review team provides a worldwide resource for all business units. Following a promotion to a line management role, the team needs to strengthen its ability to manage and implement business-focused reviews, with a particular emphasis on IT. The successful applicant and integration of new technologies is central to the group's continued growth. The team therefore requires an additional member able to act as an objective advisor, taking responsibility for entire projects, from establishing initial scope through to presentation of the final report. This is a key role in the team, with the emphasis on improving process efficiency and client service.

The successful applicant will work with colleagues from diverse international business units, presenting recommendations to senior management. Excellent interpersonal skills are therefore of prime importance. Candidates are most likely to be qualified ACAs, but could also come from a systems background. A minimum of one year's IT audit or consulting experience, with exposure to networks and open systems, is essential; experience of financial audit and of the financial services sector will be an advantage.

With an attractive range of benefits and a strong commitment to training and development, prospects within the group are excellent. Recent promotions from the team include moves into strategy, line management and operations, in the UK and overseas.

Interested applicants should post or fax a full CV quoting ref 181 to the address/fax number below. For more information contact us on 0171 242 9191 or alternatively during the weekends and out of office hours on 01206 262474.



SEARCH & SELECTION

95 PRETZER LANE, LONDON EC4A 3EP TEL: 0171-242 9191 FAX: 0171-242 3560

## Mobile Global Communications Regional Technical Managers

Global Locations

Excellent Package

ICO Global Communications (ICO) was established in January 1995 as a private company to provide satellite-enabled personal mobile global communications services. The company will commence full commercial service in the year 2000.

In order for the ICO business strategy to be achieved agreement must be reached with the national telecommunications regulatory body in each country. As Regional Technical Manager operating from one of ICO's Regional Offices you will:

- manage the country by country negotiations relating to spectrum management, frequency co-ordination, standards and radio regulatory matters.
- provide the Regional General Manager and ICO Franchisees with technical assistance where appropriate.
- act as the local liaison point between ICO Global HQ and the regional Satellite Access Node operator.

You will operate as a key member of the Regional General Managers team, whilst reporting functionally to the ICO corporate regulatory function. The position will also require liaison with numerous external bodies as well as internal functions within ICO.

A professional and technically qualified individual, with a high level of personal credibility is sought for this key position. You must be fully conversant with the local/regional requirements for type approval of mobile radio equipment as well as working knowledge of fixed satellite earth functions and interconnection to the PSTN. Fluent command of both English and a relevant regional language is essential.

In return, you will be rewarded with an excellent remuneration package as well as relocation assistance.

To apply, please send your CV, including a covering letter detailing how you match the job profile and quoting salary details to:

Ref FT,  
The Recruitment Manager,  
ICO Global Communications,  
1 Queen Caroline Street,  
HammerSmith, London W6 9BN.  
Fax: 0181 563 7872.  
Email: recruit@ico.co.uk

ICO is an equal opportunity employer.



## Finance Director Branded Retailing

London : up to £70,000 + Car

This privately owned and profitable business is a leading supplier into a UK retail market which is represented both in the High Street and in the growing 'factory outlet' sector.

The company retails a number of well known brands in the UK and is poised for international expansion. This board appointment calls for a young, qualified accountant who has already run a disciplined function in a very commercial, retail-linked environment. Systems involvement will have been very strong; acquisition and MBO experience would be useful as would exposure to the management of a brand. The rewards package will be fully comprehensive, including relocation assistance, and will be enhanced by the opportunity to shape the success of this dynamic young company. Please reply, in confidence, with full career details to Stuart Macintyre, as adviser to the company, at Thomson Partners Ltd, 1-11 Hay Hill, Berkeley Square, London W1X 7LF.

**Thomson Partners**  
Search and Selection



Berkshire

## Group Management Accountant

To £35,000 + benefits + relocation

Our client is a leading international human resourcing and consultancy group. Already major players in a number of markets, they are now poised for strong sustained expansion.

In order to manage this growth effectively, they have created a new role, reporting to the Group Finance Director, for an ambitious, computer literate management accountant. You will be responsible for developing a fully integrated multi-site financial and management reporting system, and co-ordinating and preparing strategic business plans and annual budgets.

You will be a graduate qualified accountant with at least two years' commercial experience and outstanding analytical, communication and influencing skills.

This is a superb opportunity to take significant senior responsibility and guide a growing business at a key stage in its development.

To apply, please send your CV and current salary details with a covering letter, quoting reference C2083 on the envelope, to: The Response Centre, TCS Advertising, 35 Garway Road, London W2 4QF.

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Audit



The EIB, the financial institution of the European Union, with a yearly lending programme of some 20 billion ECU and its parallel borrowing programme, is currently seeking for its headquarters in Luxembourg a (m/f)

## Head, Internal Audit Division

European Investment Bank

A career in the heart of Europe



to lead a small team of multi-disciplinary and multi-national professional internal auditors responsible for carrying out a full range of compliance and operational audits in accounting, finance, long-term lending, information technology, general administration and personnel, including payroll, pensions, taxes and health insurance schemes.

The appointment for this post, which reports directly to a member of the Management Committee and to the Audit Committee, will be for a fixed-term period of five years.

Qualifications required: University degree in economics, business administration or equivalent and professional qualification as chartered accountant and/or certified internal auditor (CIA) or equivalent. An additional qualification as certified information systems auditor (CISA) would be an advantage.

Extensive professional experience at senior level: Preferably as both external auditor/consultant and internal auditor, preferably at the head office of a major financial institution.

Requirements: This independent function within the institution requires the following abilities: • On the basis of developments in the Bank's activities, policies and procedures, to prepare and discuss an annual, risk-based programme of audits. • To report regularly on the Division's activities and to ensure effective follow-up on the implementation of major audit recommendations. • To provide supervision and quality assurance in the performance of audits. • To produce results through organisation, team-work and personnel development in accordance with the Standards of the profession of Internal Auditing. • To initiate ideas and foster best practice in internal control throughout the institution. • Good communication skills and a proven aptitude to edit and produce effective audit reports. • Conversant with the use of a PC and data interrogation languages. • High level contacts with external bodies.

Languages: The Bank's audit reports being produced in English or French, it is essential to possess a perfect knowledge of one and a very good command of the other. Knowledge of other Community languages would be an advantage.

The EIB offers attractive terms of employment and salary with a wide range of welfare benefits. Applications from women would be particularly welcome.

Applicants, who must be nationals of a Member Country of the European Union, are invited to send their curriculum vitae, together with a letter and photograph, quoting the appropriate reference, to:

EUROPEAN INVESTMENT BANK  
Recruitment Division (Ref: AI 9601)  
L-2950 LUXEMBOURG. Fax: +352 4379 2545.

Applications will be treated in the strictest confidence and will not be returned.



Oxfordshire

Circa £30,000 + car + bonus



Search & Selection

## Project Accountant

Our client, Wace Specialist Print, is part of Wace The Imaging Network, the world's leading specialist pre-press and print group. Using state of the art digital technology, this successful company has built up a reputation for providing its customers with excellent products and quality service.

An outstanding opportunity exists for an ambitious qualified accountant to join this young successful division. Reporting to the Divisional Finance Director, you will be responsible for reviewing all aspects of the business, working on both financial and non-financial projects.

Working closely with other Divisional Managers, you will examine current systems and procedures across each function of the business, and make recommendations for improvements in the Division's growth and profitability. You will also be required to contribute to the production of the group financial reports at peak times.

The ideal candidate will be ACA/CIMA qualified with 2-3 years PQE gained in industry, corporate finance or consultancy. You must have experience of Business Process Re-engineering and be familiar with Activity Based Management techniques. A good understanding of how Management Information Systems operate in a commercial environment is desirable, as is a knowledge of World Class manufacturing techniques.

This high profile position requires someone with exceptional personal qualities. You should be articulate and persuasive, diplomatic and perceptive. Highly motivated, you will possess good project management skills and work well either in a team environment or on your own. Our client is looking for someone who has a good understanding of commercial issues - someone who is business aware, rather than numbers driven.

Please send your Curriculum Vitae and current salary details, by 30th October to: Elaine Jones, JMC Search & Selection, PO Box 5624, Solihull, West Midlands B93 9RJ.

## DIRECTOR OF FINANCE

INTERNATIONAL CLIENT SERVICE ORGANISATION

LONDON

c. \$55,000 + BONUS + BENEFITS

Established over 200 years ago, this professional organisation has grown to 50 offices world-wide with longer term plans for wholly-owned offices in every major business centre.

In line with the ambitious development plans, the organisation needs a high calibre Director of Finance who will both raise the quality of management information and assist with strategic development.

The Director of Finance will work closely with the Chief Executive and provide high level support to the full management team.

A qualified accountant, probably aged mid-30s, whose personal qualities allow him/her to function effectively in a highly decentralised environment made up of international offices from six to 110 people across a variety of national cultures.

He/she will be a 'hands on' financial manager capable of achieving excellence by coaching and persuading rather than simply by dictating, and must therefore have particularly strong people skills.

Subject to performance, the successful candidate can expect to be offered a seat on the board after a reasonable period.

Please apply in writing quoting reference 1197 with full career and salary details to: Nigel Bates  
Whitehead Selection Limited  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2043  
http://www.whitehead.co.uk/whitehead



A Whitehead Mann Group PLC company

## GROUP FINANCIAL CONTROLLER

FTSE MID 250 GROUP

YORKSHIRE

TO \$60,000 + BONUS + BENEFITS

£550m turnover, quoted manufacturing and distribution group with operations in 18 countries and some 5,000 employees. A recent very substantial acquisition has confirmed the group within the top multi-national league in its sector.

In line with the rapid step up in scale, the internal structure of this decentralised business is being significantly upgraded, including the appointment of a high calibre Group Financial Controller, arising from the internal progression of the previous incumbent.

Supported by a team of four, he/she will ensure that the Board is fully aware of the Group's performance against targets and that management information actively supports business decision-making. Responsibilities will include international tax planning, systems development and co-ordination of treasury management.

Mid 30's, qualified accountant and preferably a graduate trained in a leading professional firm, with subsequent experience in a 'blue chip' group. Proven skills in strong financial leadership, ideally in a consumer products distribution company which operates sophisticated systems, controls and procedures.

Excellent technical skills including the areas of tax and treasury will be essential. Personal qualities will include a high level of personal credibility, excellent communication skills and a preference for an open management style where constructive challenge is expected. Ability to speak French would be advantageous.

This appointment represents an opportunity to join a progressive, international group at a crucial stage in its development, with scope to make a considerable personal impact.

Please apply in writing quoting reference 1251 with full career and salary details to: Nigel Bates  
Whitehead Selection Limited  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2043  
http://www.whitehead.co.uk/whitehead



A Whitehead Mann Group PLC company

## STERLING

Diagnostic Imaging International S.A.

The Sterling Diagnostic Imaging Inc. company was formed in April 1996 as a privately owned spin-off business from the DuPont Company. Sterling manufactures, markets and sells medical x-ray film, equipment and related products on a global basis. The company has annual sales of \$550 million and approximately 2,000 employees worldwide. Net sales of the European and Asia Pacific group, headquartered in Geneva, Switzerland, are approximately \$175 million. The immediate challenges are to quickly transition away from a dependency on DuPont systems and functions. In this regard, we are looking for two

### high calibre candidates with professional & leadership experience as ACCOUNTING MANAGER REGIONAL TREASURER for our European and Asia Pacific subsidiaries as well as coordination with U.S.

#### Your mission:

Set up and direct a centralized accounting team responsible for general ledger, financial reporting and control activities for several European subsidiaries. You also play a key role in our global project of setting up management information systems including practices, procedures and processes for all financial activities.

#### Yourself:

You have a degree in accounting, 5 to 8 years of professional experience of which some in a supervisory role. You have a good understanding of U.S. generally accepted accounting principles (GAAP) and of European statutory reporting and accounting requirements.

Ref: 472.1847

#### Your mission:

Set up our centralized treasury function to service the Sterling European/Asia Pacific operations. You coordinate cash management in your region and interface with HQ in the U.S. This task also includes the development and implementation of foreign exchange programs as well as the management of our European banking relationships.

#### Yourself:

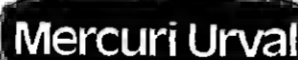
You are flexible, open-minded but tough when it comes to defending important issues. You have several years of experience in international treasury related functions such as cash management, credit and collection, tax issues and bank relations. A degree in finance and your proven success in your past functions qualify you for this highly challenging position.

Ref: 472.1848

We offer very attractive employment conditions in Geneva (Switzerland). You will be part of a dynamic team responsible for creating the regional finance function and have the possibility to grow with a world leader in the medical diagnostic imaging market.

Mercuri Urval SA, Ch. du Jon 1, CP 2428, 1260 Nyon 2, Switzerland, with the corresponding reference or phone for additional information. Telephone number: 41 (0)22/362 19 55. Full confidentiality is ensured.

Mercuri Urval, assessment experts in recruitment and selection, potential analysis, management development and coaching with offices in Nyon, Zürich, Basle and Bern and 75 further agencies in Europe, USA and Australia.



### Central London

This recently listed Company has raised funds to develop the exploration of high-quality metals overseas. The Company is pursuing a policy of achieving maximum growth by generating operating revenues over the next few years from its projects and by further investment to expand its project portfolio.

The successful candidate will be responsible for the co-ordination and preparation of management and financial accounting within a multi-currency environment, including monthly management reporting, analysis and interpretation. You will provide cash-flow forecasting and monitoring and input into the planning and budgetary process (focusing on operational and business issues). Constant communication with the East European based finance functions will be required to develop the Group business processes and reporting systems. A degree of travel to maintain working relationships will be necessary.

The position has excellent growth potential; you will be expected to provide

future input into the evaluation of projects with a view to future exploitation and to assist in further finance raising, including establishing and building relationships with institutional investors and advisors.

You will be a qualified Accountant with a minimum of two years' post qualification experience in Commerce and Industry. Probably in your late twenties you will be able to demonstrate strong technical expertise and the confidence and interpersonal skills to be an excellent communicator.

This is an outstanding opportunity providing significant exposure to senior management and will result in excellent career progression.

To apply, please send or fax your résumé quoting reference number 3225/27 to Caroline Ford at Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax: 0171 240 1052. Alternatively, our internet address is <http://www.morganbanks.com.au> or please E-mail us on: s&s@morgan01.demon.co.uk



## Happy Mondays!

The Financial Times has launched a new, weekly Accountancy Appointments section. It contains jobs with salaries under £34,000 p.a., and is therefore distinct from our market-leading Thursday Accountancy Appointments pages.

For more details please contact

Dominic Knowlson:

Tel - 0171 873 4095 Fax - 0171 873 4015

E-mail - robert.hunt@ft.com

## IT Appointments

Implementing business transformation in treasury and risk management.

# It's the results that count.

IBM's management consulting operation is handling some of the most exciting business transformation projects in the Banking, Finance and Securities sectors. Our work is international in scope. Our application of technology is helping to re-define the leading edge. So why are so many of the world's most prestigious financial institutions trusting IBM to secure their competitive edge for the future?

The fact is, we bring together industry knowledge, consultancy expertise and leading-edge technology in a seamless international capability that is unique. Yet our refreshingly open approach to consulting does away with the mystique of "the expert" and makes solutions accessible and comprehensible to the customer. And we provide results, not just reports or recommendations. As the momentum of our business continues to grow, we need more people who enjoy delivering great things for clients.

We are looking for implementation managers with at least three years' relevant experience to lead the delivery of large-scale business transformation projects which are pan-European in scale and scope. The role calls for a rare blend of technical skills and customer-facing consultancy expertise. On one hand, you must have solid experience of application

development and package assessment of leading edge trading and risk management applications, such as INFINITY, ALGORITHMS, SUMMIT, DEVON AND KONDOR +.

But you must also be an assured team leader who is accustomed to working with end-users at all levels, throughout the project cycle and on into commissioning, hand-over and training. You must be prepared to travel widely within Europe in the course of your assignments.

Salaries and benefits are designed to attract people of the highest quality, whether established consultants or IT professionals currently working with a bank. Unlike traditional consulting firms which operate a limited, partner-centred hierarchy, we can promote good people as quickly as their achievements and abilities deserve. Please write with full cv to our appointed consultants: Joe Thomas and George Corbett at IBM Selection, 76 Walling Street, London EC4M 9B1. Telephone: 0171-248 3653. Fax: 0171-248 2814. Please quote ref: 404.

IBM is an equal-opportunity employer.

The IBM homepage can be found on the Internet at <http://www.ibm.com>



Solutions for a small planet

Other company, product, and service names, may be trademarks or service marks of others.

## Senior Appointments

### Invest in your Future Corporate Finance

Our client is one of the top twenty names in international investment banking. The manipulation of data is integral to the expansion of their business resulting in several demanding roles. These business critical positions will demand imaginative development of the next generation of PC based Risk Advisory services.

#### Head of Quantitative Development

salary to £100,000

You will need proven experience in the quantification of corporate risk exposure on any time scale, allowing these risks to be optimally managed by the design of appropriate hedging and asset/liability management strategies. The successful candidate will be totally responsible for the design and development of a modelling framework to support all functions required in Risk Advisory.

#### C Bond Analyst Programmers

salary to £60,000

Analyst Programmers will need total commitment and a minimum 12mths client server skills, previous experience in financial markets is required and any knowledge of Bonds is highly desirable. Candidates with some knowledge of C/C++, Excel, VB or OO Analysis and design can be assured of truly dynamic career, where you can expect the rewards associated with a major force in global finance.

For an informal discussion about these exciting career challenges, please contact our city consultant Lisa Russell on 0171 419 2518 mobile 0956 891323 alternatively send your cv on disc or hard copy to Prime Selection, Prime House, 136 Kentish Town Road, London NW1 9QB, Fax 0171 813 6574 or e-mail on 100451.3674@COMPUSERVE.COM

Sweden • United Kingdom • United States • Australia • Belgium

## HEAD OF IT

Innovative strategist. Hands-on pragmatist  
The City £60,000+ and car + benefits

This rapidly expanding organisation, operating in a rapidly expanding market sector, is unique. Well over 100 years old, it has experienced 700% growth in eight years by successfully blending tradition in its approach to business with the competitive use of IT, in all its forms, to gain business advantage.

#### The role

- evolve an IT strategy in line with the business strategy whilst maintaining existing systems
- recommend and manage the delivery of IT projects, on time and within budget, in the areas of infrastructure, business models/solutions and information management
- deliver effective IT solutions by appointing and managing an external supplier network
- keep abreast of business developments and ensure best practice is followed.

#### The person

- graduate or qualified accountant (MBA preferred) with a successful IT project management record in a finance-sector organisation which has undergone significant business process re-engineering and change
- fully conversant with a broad range of communications, operating, mid-range and management information systems
- strong listening, facilitating, advising, relationship-building, networking and teamworking skills
- flexible, creative strategist and accomplice with pragmatic, hands-on approach.

Please send cv and a letter indicating current remuneration, with a paragraph addressing each of the eight points above, to David Waller, Executive Search and Selection, Ref: D568/DRW/FT, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR.

London (0171) 730 9000  
Birmingham (0121) 454 5791

PA Consulting Group  
Creating Business Advantage

Glasgow (0141) 221 3854  
Edinburgh (0131) 225 4481  
Manchester (0161) 236 4531

Malaysia • Luxembourg • Japan • Italy • Ireland • Hong Kong



VAUXHALL



Information Technology Manager  
Salary: Negotiable + Car + Bonus + Benefits  
Luton Based - International Travel

**UK - Luton, Bedfordshire**  
Vauxhall Motors Limited is the UK Automotive Subsidiary of General Motors International, part of General Motors, the world's largest company.

As a result of an internal promotion Vauxhall are seeking a high calibre individual to fill the post of Information Technology Manager, reporting to the Director of Finance. The successful candidate will be responsible for managing the IT department, and continuing the development and implementation of an IT strategy that supports the company's business objectives.

#### The Key Job Responsibilities:-

- Ensure that the technology deployed in support of Vauxhall is market leading in terms of both cost and quality.
- Ensure that the day to day operations of the technology resources meet management objectives.
- Liaise with Director of Technical Services GM International to ensure a consistent approach to technical architecture and system deployment.
- Control of the IT budget (£40M).

- Advisor to the Board of Directors on Technology Issues.

#### The Key Job Qualifications:-

- 10 years Information Technology experience with a multinational organisation.
- Excellent business and technical experience in a Manufacturing Industry (Automotive preferred), coupled with a strong academic achievement (MBA preferred).
- Comprehensive knowledge of modern trends in Information Technology and how they are applied in an organisation.
- The successful candidate must have strong communication skills and leadership experience.
- Strong team player.
- Ability to work with all levels within the organisation.

Reply in strict confidence quoting reference ITM with CV and relevant experience by 31st October 1996 to:-  
John Culley, Manager Finance Administration, Vauxhall Motors Limited, IMP C2, PO Box 3, Luton, Bedfordshire, LU1 3YT, United Kingdom.

## FX SYSTEMS DEVELOPERS

Surrey

Our client is an international full-service software and systems company. Concentrating on the development of a complete line of banking systems, our client is dedicated to providing turnkey solutions to meet the specific needs of its clientele. The company's products include on-line, real-time trade finance banking systems and international wholesale treasury solutions, widely used by many major international treasury houses.

Following the recent expansion of its UK operations, our client has a number of openings for developers to work on a

state-of-the-art Client/ Server Front-Office and Decision Support System utilising Windows-NT O/S. Prospective developers should have substantial 'C' or C++ and have either worked previously on banking systems and/or have Windows-NT development experience.

The continuing success of this company and its further expansion in the UK make these positions extremely attractive in terms of fast-track career advancement. The company is committed to leading-edge technologies and will provide training to ensure you stay ahead of the market.

For further information please contact Neil Chambers at:  
Paragon I.T. Human Resources, 2nd Floor, 80 White Lion St., London N1 9PF

Tel: 0171-278-4444, Fax: 0171-278-9445, Email: [paragon.rec@dial.pipex.com](mailto:paragon.rec@dial.pipex.com)

## BUSINESS AND TECHNOLOGY REVIEW

Fast Changing Financial Services Group

London

c.£40,000 + bens

With an impressive record of success, our client's operating profit has more than doubled in the last four years, matched by a consistent growth in share price and dividends. Staying at the forefront of a rapidly changing environment, the group continues to grow organically, through acquisitions and by moving into new markets. Building on its reputation as a leading life insurer, our client's interests also include unit trusts, fund management and, most recently, retail banking.

The group's London-based operational review team provides a worldwide resource for all business units. Following a promotion to a line management role, the team needs to strengthen its ability to manage and implement business-focused reviews, with a particular emphasis on IT. The successful application and integration of new technologies is central to the group's continued growth. The team therefore requires an additional member able to act as an objective advisor, taking responsibility for entire projects, from establishing initial scope through to presentation of the final report. This is a key role in the team, with the emphasis on improving process efficiency and client service.

The successful applicant will work with colleagues from diverse international business units, presenting recommendations to senior management. Excellent interpersonal skills are therefore of prime importance. Candidates are most likely to be qualified ACAs, but could also come from a systems background. A minimum of one year's IT audit or consulting experience, with exposure to networks and open systems, is essential; experience of financial audit and of the financial services sector will be an advantage.

With an attractive range of benefits and a strong commitment to training and development, prospects within the group are excellent. Recent promotions from the team include moves into strategy, line management and operations, in the UK and overseas.

Interested applicants should post or fax a full CV quoting ref 179 to the address/fax number below. For more information contact us on 0171 242 9191 or alternatively during the weekends and out of office hours on 01 206 263474.

ALDERWICK CONSULTING

SEARCH & SELECTION  
95 FETTER LANE, LONDON EC4A 1EP TEL: 0171-242 9191 FAX: 0171-242 9560

# IT City Appointments

**OPTIMA CONNECTIONS**

**banking**

### C++, CURRENCY OPTIONS

City To £70,000 + Bonus + BBs

This elite group of hybrid programmers are looking for a bright graduate with excellent technical skills to work in a pressurised, delivery focused environment. Candidates must have over 2 years' C++ on either UNIX or NT, SQL and business aptitude. Senior developers with relevant derivatives experience are also of interest.

### EXCEL/VBA SUPPORT TO DEVELOPMENT

City £30 - 50,000 + Bonus + BBs

Leading US investment bank has an opportunity for an exceptional Excel, VBA professional. Working close to the business, predominantly Interest Rate and FX, the successful candidate will be involved with support, until familiar with traded products and then move into a pure development role. A 1st or 2:1 degree is pre-requisite.

### JNR QUANT - ARBITRAGE

London £45,000 + Bonus + BBs

Major U.S. derivatives player wishes to enhance their arbitrage research group with a recent PhD graduate in mathematics or probability related disciplines, and preferably Operational Research. 1-2 years C/C++/UNIX and risk management with trading highly desirable. 1st degree and PhD from a top university and record of academic excellence essential.

### "BIG 6" CONSULTANTS

City To £60,000 + Car + Bens

This "Big 6" consultancy is looking for consultants with up to 10 years post grad experience with an Investment Management product background. Sought after packages are: SUNGARD, PREMIER, WARBURG, QUASAR or DST. A post graduate accounting qualification would be beneficial but not mandatory. This is an ideal opportunity for career progression.

### PRE SALES RISK CONSULTANTS

City To £60,000 + Bonus + Bens

This prestigious developer of trading and risk management products is looking for a Pre Sales Consultant. The role would range from the preparation and demonstration of customer solutions to onsite consultancy. First class Risk Management or Trading knowledge and solid technical skills in C++, UNIX, NT, ORACLE or SYBASE are necessary.

### DEVON SUPPORT

City £Negotiable

A young entrepreneurial derivatives consultancy that develop market leading pricing and risk management systems are looking for two very experienced DEVON users. Candidates will either be DEVON consultants or in an Administration role using the DEVON product extensively. This is a unique opportunity to progress very quickly to senior, influential positions.

For more information on these and other opportunities currently available please contact

**Optima Connections Limited** No.4 BATH STREET, LONDON EC1V 9DX  
 TEL: 0171 698 1990 (24hr answering service) FAX: 0171 698 1205  
 E-MAIL: optima.connections@dial.pipex.com

## INVESTMENT BANKING

£30k - £50k  
+ bonus  
+ bens

**FIXED INCOME/SQL/OO**  
 World leading Securities trading house requires Senior Developers with good business and technical expertise. Operating very closely with the trading floor, duties will include life cycle development, extensive user contact and exposure to pricing and evaluation hedging. Experience of Fixed Income products (Bonds, Futures, Repos etc) and Database ad/or OO/Powerbuilder tools is absolutely essential. Fantastic career opportunities.

£30k - £50k  
+ bonus  
+ bens

**CLIENT SERVER/MATHS**  
 High calibre Developers required for this leading US Investment Bank. Working within the Derivatives Technology Group, you will support Senior Project Managers in the development of a new trading system. These are hybrid roles encompassing both IT development and business analysis of complex pricing systems. Specific skills must include C or C++, SQL and mathematical expertise. Rapid career progression to Project Management.

to £40k  
+ bonus  
+ bens

**POWERBUILDER/SQL**  
 Leading Investment Bank requires Developers with at least 12 months' Powerbuilder/SQL development experience. You will be involved in the design, development, implementation and global roll-out of business critical systems using Powerbuilder and SYBASE. You will work closely with users on medium to large scale projects throughout the full life cycle. If you believe you are 'delivery focused' and able to work well under pressure, these positions offer excellent prospects.

£35 - £45k  
+ bonus  
+ bens

**C/C++/UNIX**  
 Fixed Income Group of this pre-eminent US Investment Bank seeks high calibre Developers with strong C++ and/or C skills. Working with the 'Front Office' team, you will develop systems from feasibility to implementation, incorporating extensive user contact, design and build using OO, SYBASE and RAD technologies. First class candidates will benefit from a career path which is second to none.

£30 - £50k  
+ bonus  
+ bens

**CLIENT SERVER/DERIVATIVES**  
 Complex Derivatives arm of this international finance house seeks high calibre Developers with a mix of IT skills and investment banking knowledge. Interacting with both business and IT, you will build complex systems - creating pricing models, delivering RAD applications and offering business solutions. Strong technical skills including C, C++ and GUI front ends are essential as is a good understanding of the investment business. An exciting and highly rewarding career ladder.

to £80k  
+ bonus  
+ bens

**HEAD OF QUANTITATIVE DEVELOPMENT**  
 A unique opportunity exists for a numerate technician with at least two years' financial modelling to head up a new group responsible for the development of a Corporate Risk System for a top Investment Bank. Your background should include 2 years' C/C++ and strong DBMS skills and an excellent maths degree - ideally with PhD. Your brief will include the development of a system based on Monte Carlo simulation, as well as sophisticated market and portfolio models. Outstanding prospects.

ARC International is working with the top Investment Banks. This is a selection of opportunities in the City. We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call Isabel Blackley or Paul Wilkins on 0171-287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV, with a covering letter, to us at: ARC International, Recruitment & Consultancy Services, 15-16 New Burlington Street, London W1X 1FF. E-mail: arc@ijobs.co.uk Internet: http://www.ijobs.co.uk

Tel: 0171-287 2525



Fax: 0171-287 9688

Our client is a blue chip major international securities house trading in global markets. Its success and growth together with a commitment to using the latest technology has resulted in an opportunity to join this progressive organisation.

## SECURITIES INDUSTRY

Senior Support Analysts

CITY BASED

HIGHLY COMPETITIVE SALARY



Specialist Recruitment for the Banking and Finance Sector and the Suppliers to that sector.

You will be responsible for:

- Liaison with Japanese business users, identifying and progressing requirements
- Problem resolution and change management
- Participation in technology implementation programmes
- Co-ordination of desktop solutions and implementation of user application tool.
- Support of desktop Japanese systems and applications
- Interface between London and Tokyo on desktop and support related issues

Your objective is to develop a highly responsive and results driven support unit, able to meet Japanese clients' expectations, gaining the respect of both clients and IS management. You will have the following skills:

- Fluent spoken and written Japanese and English, including familiarity with technical terminology is essential
- A minimum of 4 years' Microsoft Windows/J and J-JOS support experience, preferably gained within a dealing room environment
- Good working knowledge of MS Office Professional suite of products, including competence in macro scripting, OLE and ODBC
- Networking PCs in a UNIX client/server environment, in particular knowledge of TCP/IP including NFS (C-NFS-Pro, Chameleon etc)
- Good knowledge of financial applications such as Tekecron, Market Street for Windows and TIBLINK, Microsoft Windows NT, cc: Mail/Open Mail, Open Time, Message/Internet, Intra and Apollo spreadsheets.

Excellent communication skills and the ability to perform to a high standard under the pressure of a dynamic dealing environment are essential. Highly convenient in Japanese business culture, a knowledge of the London and Tokyo financial markets and a strong service focus are paramount.

These positions will be well rewarded. If you are able to meet this exciting opportunity and have the qualities and experience to realise this challenge, please send your CV to Alan Summers quoting reference FT1096 at S&H Consulting Limited, 17 Wigmore Street, London W1H 9LA. Tel: 0171 580 5816.

## Head of IT Service Delivery

Wholesale Financial Markets

c. £50,000 + Bonus + Benefits

Our client, an acknowledged leader in international financial markets, is currently reviewing all of its support functions to meet the demands of a constantly changing business.

This has led to an opportunity for a very business-aware Manager with both a technical and systems background to take responsibility for all systems and communications support for the UK operation.

This will include front and back office functions including dealing and accounting systems as well as local and international networks.

We are seeking a highly credible IT professional with excellent interpersonal and communication skills and the ability to bridge the gap between technology and business. You will need to be pro-active in identifying opportunities for

improvement and be able to explain and present potential future solutions without resorting to unnecessary technical detail.

City experience is not essential providing you have exposure to a mission-critical environment and a total commitment to 100% service levels.

Reflecting the importance of the position there is an excellent salary package available including a performance bonus, non-contributory pension and medical insurance.

To apply, please write, enclosing your CV, to Harvey Nash PLC, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032.) Please include your current salary details and a daytime contact number. Please quote reference number HN2336FT. You may also apply via [http://taps.com/Harvey\\_Nash](http://taps.com/Harvey_Nash)

HARVEY NASH PLC



## LEADING INVESTMENT BANK

INFORMATION TECHNOLOGY DIVISION

CITY - CONTRACT & PERMANENT

£ EXCEPTIONAL

Our client, as one of the leading institutions in the City, is currently implementing a number of key projects within the IT department.

These developments have led to a number of openings for individuals who can demonstrate excellence in their technology skills coupled with a dynamic approach and a broad, in-depth, business sense.

The environment is Client-Server, the technologies are leading edge. The vacancies range from Analyst/Programmers, to Project Managers, to Systems Administrators.

### BUSINESS INTERFACING DEVELOPERS

Three to four key individuals are required to design and develop the mission critical equity derivatives trading and risk management systems. Strong OOD (VC++/NT or C++/UNIX) is required with an in-depth understanding of derivatives and/or market risk.

### TECHNICIANS

Skilled individuals are sought to aid in the upgrade and expansion of the technical services capability. Candidates must have a solid background in Unix systems administration with a good understanding of Solaris, preferably v2.4; NT design, implementation and delivery; and Reuters and Triarch experience.

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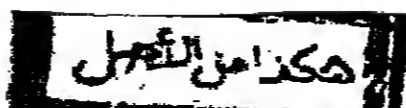
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Healths by Mark Suzman

# Commitments prove elusive

## Little progress has been made in clinching the big hospital deals so badly needed

There may be some debate as to which has been the best-performing area for PFI over the past 12 months, but there is no contest for the worst: the health sector has had a very difficult year. Although some deals are now imminent, not a single one of the big hospital deals expected to revitalise capital stock in the National Health Service is yet signed.

It is all a stark contrast to last November, when Stephen Dorrell, the health secretary, announced the first such project to receive Treasury approval - a £20m hospital for South Buckinghamshire trust - after last year's budget. Then he said he expected deals to come through at a rate of at least one a month, with construction beginning shortly after.

Since then there has been no shortage of projects - 24 have now got preferred bidders while five more have been formally approved by the Treasury - but signed

deals have proved frustratingly elusive.

At the same time, several contractors have withdrawn from projects at the bidding stage in protest at the expense and bureaucracy involved.

The first big obstacle came at the beginning of the year when banks and other lenders became concerned that the structure of the decentralised NHS meant that the government would not be required to honour the liabilities of any trust that went bankrupt.

In response, Mr Dorrell rushed through emergency legislation in the form of the Residual Liabilities Act, which was passed in March, committing the government to meet such risks.

To the irritation of trusts, however, some banks are still concerned that the health secretary may be able to use a loophole to avoid payments, and are therefore reluctant to commit to a hospital deal.

"It is frustrating that banks and lawyers keep winding it up," says Andrew Neill, head of the private finance unit in the NHS, who insists that it is neither "necessary nor possible" for

Mr Dorrell to completely guarantee such liabilities.

That is probably true. Some banks are reportedly now ready to sign deals anyway but are reluctant to be the first out of the starting gate for fear of setting inappropriate precedents.

But there are other problems as well. Contractors at one flagship scheme, Swindon & Marlborough's plans for the £20m rebuilding of its Princess Margaret hospital, have had to find a new greenfield site, indefinitely delaying a project which now requires a new design and new costings.

More serious, however, has been the issue of affordability. Several hospital trusts have found themselves unable to pay for projects that meet their original specifications.

In part this has been due to contractors not submitting detailed bids at the preliminary stage. But a bigger problem has been that many cash-strapped health authorities, which provide trusts with the bulk of their annual income, are unable to commit to provide enough money to finance the deals.

As a result, Swindon, together with other trusts



Cash-strapped: health authorities, which provide hospital trusts with most of their annual income, cannot commit to providing enough money to finance deals



Stephen Dorrell: last November he said he expected deals to emerge at a rate of at least one a month

such as North Durham Acute, has had to cut back on its original proposals after discovering that it cannot afford the payments necessary to fund a project meeting its original specifications.

Analysts warn that as many as 10 trusts could be affected with the gaps ranging between £1m-£5m a year for the life-time of the 30 year contracts.

Such problems have proved highly frustrating to health managers who are anxious to get projects up and running. According to Marco Cereste, chairman of the NHS Trust Federation, an umbrella group for trusts, what is needed is a clearer focus from the department of health.

"There must be a better selection process for PFI projects," he says. "The simple truth is not all projects are suitable. The assumption that they are - pursuing obvious non-starters - wastes public and private resources."

That message has started to hit home, and Mr Neill now admits that some of the projects will probably not get off the ground through PFI.

"Affordability is an absolute limit," he says. "We have already got schemes where we don't think PFI is going to work."

Mr Neill also agrees that the initial process followed by the department of health in launching PFI was flawed. Instead of trying to rush as many deals as possible through to preferred bidder, he says it would probably have been more sensible to

target a few pathfinder projects that could then have acted as examples for new ones.

However he insists that the problems should not be seen as a failure for PFI. "What would be a failure is

deal and the principals involved in the front-running projects remain convinced that it is only a matter of time before the first few contracts are finally signed.

"New problems do seem to crop up, but we are slowly getting there," says one banker closely involved in several negotiations.

There have been some other silver linings amid all the heavy cloud. In April, the Treasury agreed that VAT incurred in PFI schemes could be reclaimed - without which even many of the strongest projects would be threatened by affordability problems.

Some 40 smaller deals, ranging from IT projects to incinerators and car parks, have been signed, bringing the total up to about £300m.

Even troublesome smaller projects such as pathology units - controversial because they are a form of clinical services - have been successful.

And in the meantime, people involved in negotiations on the front-running hospitals such as South Buckinghamshire and the £170m Norfolk and Norwich plan for a new district general hospital are still optimistic that the first big contract will be signed shortly.


However, even then, Mr Neill acknowledges that this will not automatically mean that a successful blueprint for future deals has been created.

"The first few deals will have different structures," he warns. "It is not expected that those will be a one-size-fits-all exact template."

**'It would be entirely wrong to suggest it's PFI or nothing'**

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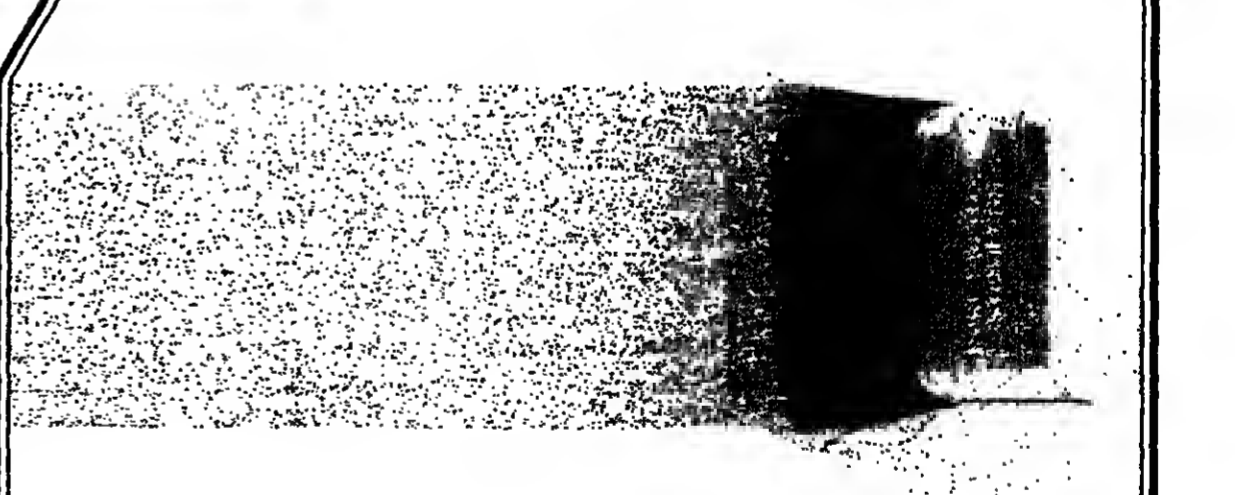
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6 PRIVATE FINANCE INITIATIVE: EDUCATION AND TECHNOLOGY

Education: by Jonathan Ball

# Sector starts to take note

Though only recently targeted, education is waking up to the scheme's benefits

While claims of success are being made by government ministers, PFI in the education sector has only been targeted since the end of last year and its total yield will depend on the spending decisions of universities, colleges, local authorities and schools. The government estimates that more than £1bn could emerge over the next three years.

Specialist PFI Units have been established in the Higher Education Funding Council for England (HEFCE), the Further Education Funding Council (FEFC) and the Funding Agency for Schools (FAS). The HEFCE and the FEFC have drawn up lists of PFI pathfinder projects, and at the end of 1995 the Treasury's Private Finance Panel Executive established a unit devoted to the development of PFI in education.

In the schools sector, PFI is an emerging factor in the provision of schools capital. The Department for Education and Employment (DfEE) is working to facilitate the introduction of PFI into schools by developing pathfinder projects in conjunction with local authorities, the dioceses and grant maintained schools.

The first two pathfinder projects - Pimlico School in London and St Wilfrid's Church of England High School in Blackburn - have received government support towards project costs.

Pimlico is a £20m project for the design, construction, operation and maintenance of school buildings, and St Wilfrid's entails the relocation of the school to a new greenfield site. A project is also under way at Colfox School in Bridport.

The DfEE expects PFI to play an increasingly important role in the funding of school capital projects. So far, the newly independent colleges of the sector have attracted more than £100m of private sector investment. The FEFC has named 11 projects as pathfinders:

- Carlisle College;
- Clarendon College, Nottingham;
- Tynemouth College;
- Waltham Forest College;
- West Cumbria College;
- City of Liverpool Community College;
- Canterbury College;
- Newbury College;
- Stoke on Trent College;
- South East Essex College;
- Stockton and Billingham College.

"The projects are at varying stages of procurement," says Phil Head, head of the PFI unit in the FEFC. "Among the most advanced are at Clarendon College and Waltham Forest, where in both cases the announcement of the preferred bidder is imminent."

The Clarendon project is a £12.6m scheme for the acquisition and refurbishment of a building with associated facilities management, while Waltham Forest is a DBFO (design, build, finance, operate) contract for the relocation of the schools of engineering and automobile engineering. Discussions with a potential partner are

taking place at Carlisle College.

The FEFC has also published a projects register listing 488 potential PFI projects at 172 colleges at a value of £650m. Universities and higher education colleges are similarly pursuing the scope for partnerships with the private sector. The HEFCE has named 10 projects as pathfinders:

- Bournemouth University;
- Essex University;
- Falmouth College of Arts;
- Leeds Metropolitan University;
- Leicester University;
- Nottingham Trent University;
- Portsmouth University;
- Bloomsbury Consortium (School of Oriental and African Studies);
- Southampton Institute;
- Westminster University.

"The HE [higher education] sector is beginning to realise the opportunities PFI procurement can offer to their institutions," says Natalie Norminton of the Private Finance Panel Executive.

One of the largest ventures in higher education is



In the schools sector, PFI is an emerging factor in the provision of capital

a £123m redevelopment to provide teaching and research accommodation for King's College London and the United Medical and Dental Schools (UMDS), which are merging under the Tomlinson Report recommendations. Dr Lynn Carlisle of the UMDS says: "We are currently engaged in an exclusive negotiating period with one tenderer, and we expect to be able to name our preferred partner very shortly."

Another major project is a £20m review of the residence

portfolio at Westminster University. "We have appointed advisers to help us compile the shortlist of bidders," says Alan Strang, project manager at the university. "We are at present reviewing the timetable for the project, but we intend to select our preferred bidder by the end of February 1997."

The HEFC has set up a database of potential PFI projects and interested private investors. Total borrowing within higher education

from the private sector is estimated at £1.6bn, and this is being supplemented increasingly by funds from the private sector through PFI arrangements.

A typical partnership approach is Greenwich University's £12m BOOT (build, own, operate and transfer) scheme for student accommodation, which was officially opened by Gillian Shephard, the secretary of state for education and employment, on 1 October.

Such PFI-type projects in

universities involve the private sector in sharing financial risks and assuming management responsibility for new or refurbished buildings over an extended period.

PFI is attracting interest from specialist concerns such as the Rotch Funding Group and Nord Anglia Education, who are actively exploring funding mechanisms and the scope for facilities management in education respectively.

"It has been a steep learning curve for all concerned," says Henry Dallal, director with Rotch, which is assisting bidders with funding on seven education projects. "Every PFI deal is different and inevitably complex."

Kevin McNeany, chairman of Nord Anglia, says: "What PFI seems to be missing is an operating partner or facilities manager from the education sector, which is the role we are adopting in the various consortia of which we are members."

"Over the next 12 months we expect colleges to look more closely at PFI and realise they can outsource things they have been doing themselves to people who can do it more efficiently and cheaply."

Information technology suppliers: by Paul Taylor

# New risks with new rewards

Views vary on the costs and benefits brought by the initiative to the IT sector

For the leading information technology services suppliers in Britain, the Private Finance Initiative, launched by Norman Lamont in late 1992, has provided both new opportunities and new risks.

Under the PFI, private sector companies often grouped together into consortia, have begun to take on the risks of developing and delivering IT systems for the public sector in return for payments generally linked to the volume of business.

PFI's supporters claim it is enabling government to

tap new technology to raise efficiency, cut costs and improve quality of service provision.

For example, in May this year a consortium led by ICL, the UK-based computer and computer services group majority owned by Fujitsu of Japan, was awarded a government contract worth more than £1bn to link Britain's 20,000 post offices by computer - a contract the government hopes will also help it fight benefit fraud.

Aside from ICL, the winning consortium - dubbed Pathway - also includes Girobank, De La Rne, the security printing company, and An Post, the Irish Post Office. The computer network - to be phased in over the next two to three years - will be the largest of its

type in Europe, handling 1bn payments, worth £60bn, each year.

The contract, which will run for eight years, is one of the largest awarded under the PFI and includes the provision of £200m of computer equipment and operating costs of about £1bn. It was hailed by the Treasury as a critical advance for the PFI, even though severe delays in the contract negotiations were a source of some controversy.

The winning consortium, which beat two other contenders - one led by Andersen Consulting and the other by International Business Machines - is believed to have won the contract because of its competitive pricing and willingness to assume greater risk than its two main rivals. Pathway is

assuming all risks associated directly with the operation of the automated system, including an element involved with the encashment of benefits through the new card.

As Peter Lilley, the social security secretary, noted, the consortium would be committed to taking "a significant share of the risk" of payment fraud if the new benefit payment system was "cracked". Meanwhile, almost all of Pathway's revenue will depend on use, giving the consortium a strong incentive to introduce the system speedily and maximise use from sources other than the Benefits Agency.

Government officials have hailed the contract as "path-breaking" in the degree of risk transferred under the

project from the public to the private sector - risk transfer is central to the government's claim that PFI provides better value for money than traditional public sector procurement.

In support of this argument the government and officials cite the agreement earlier this year by Andersen Consulting to pay the government about £12m in compensation for its failure to deliver the full service promised to the Department of Social Security from next February through the new computerised national insurance records system (NIRS2) - another IT related PFI project.

Andersen Consulting which won the £100m NIRS2 contract, was forced to renegotiate it after admitting that it could not meet its

commitments because of development difficulties. While the Treasury claims the compensation is a triumphant demonstration of the PFI's success in passing the risk for project delays to the private sector, critics argue that the delay in full implementation of the system showed that PFI projects are no more reliable than old-style public procurements.

Meanwhile, the time and expense involved in negotiating PFI contracts has also become an issue. For example, when the three consortia were shortlisted for the Post Office project last July, a winner was promised by the start of this year. In the event an announcement was not made until mid-May.

Meanwhile bidding costs for the three consortia have been estimated at more than £50m for the private sector alone.

Even PFI supporters such as Sema Group, the

Anglo-French computer services company, argue that many projects that have gone through the lengthy PFI process were unsuitable and have subsequently had huge costs with little return.

"PFI will work better when the supplier is required to provide the complete service, or is given the flexibility to provide a major service element of a capital project," argues Vin Sumner, Sema's public sector marketing director. "It is more likely to fail if suppliers are asked to only look at infrastructure-led projects."

Mr Sumner also argues that while it is correct to assume that the IT supplier, "is in the best position to manage some risk, the level of risk transferred to the supplier needs to be appropriate and manageable."

Others have complained that the PFI discriminates against smaller suppliers

wanting to bid. "The high costs involved in the bidding process, the levels of security and good standing required of the successful supplier, and the levels of risk to be handled by the private supplier, all work in favour of larger suppliers," says David Barrett an IT specialist with lawyers Dibb Lupton Broomhead.

Mr Barrett agrees that the participation of smaller suppliers in PFI projects is a "difficult issue". But he adds: "Those in charge of the taxpayer's purse have responsibilities to ensure that suppliers are resilient organisations which are large enough to shoulder the responsibilities."

"Therefore, smaller organisations need to find different ways of participating - perhaps as part of a consortium, or as a stakeholder in a joint venture, or as a subcontractor to a prime PFI contractor."

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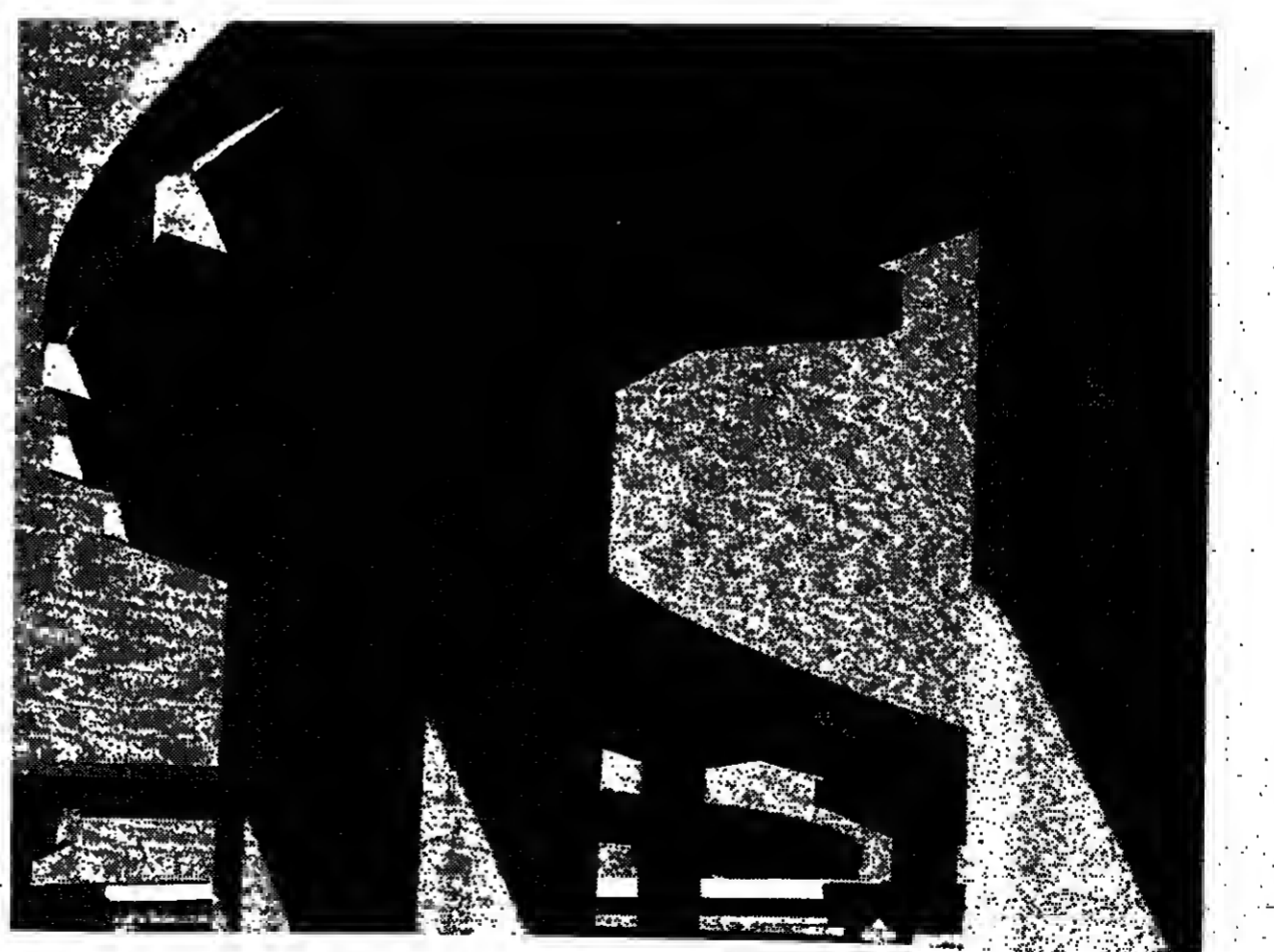
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Prisons: by Alan Pike

# Builders escape worst problems

## Negotiating with a single agency has made it easier for consortia to strike deals

Private sector managers, struggling with tortuous negotiations on PFI contracts, may sometimes feel like competitors in an unwinnable board game where every throw of the dice lands them on "Go to Jail". But a visit to jail such as those being built at Fazakerley, Liverpool, and Bridgend, South Wales would restore managers' spirits.

The two prisons, Altcourse at Fazakerley and Parc at Bridgend, were the first large capital projects to be finalised under the Private Finance Initiative. They prove that, however great the difficulties that have been encountered in negotiations on some early PFI schemes, success is possible.

Work started at Altcourse at the beginning of the year. With the 19 buildings on its campus-style development already taking substantial shape, there are prospects of the prison being ready for occupation within two years of the contract being signed, a fast timetable compared with conventional prison building projects.

The Altcourse contract was won by Fazakerley Prison Services, a consortium of Tarmac and Group 4, which has also been chosen as the preferred bidder to design, build, finance and manage two new Secure Training Centres for persistent juvenile offenders proposed by the government.

Parc will be built and run under the PFI by Securicor Custodial Services, a consortium of Securicor, John Selfert, WS Atkins, Costain and Skanska International.

The private sector already manages a small group of state prisons, and operates escort services taking prisoners to and from court. This has enabled companies such as Group 4 and Securicor to gain some experience of providing custodial services, which until the 1990s were entirely public-sector activities. But Fazakerley and Bridgend are the first examples of the private sector financing, designing and operating entire prisons.

Although the government's introduction of private management in prisons remains controversial,

prison reform groups protest that only state servants should be entitled to supervise individuals who are deprived of their liberty - PFI has entered the Prison Service considerably more smoothly than some other Whitehall departments.

"Dealing with the Prison Service, a single, central agency, has certainly been an advantage," says James McCormack, assistant managing director of Tarmac's PFI unit. "Things are far more fragmented and potentially more difficult in areas such as health, where services are managed through a large number of separate institutions."

This does not mean the Prison Service negotiations were routine. One of the biggest difficulties arose over the government's initial insistence that its standard corrupt gifts clause should be included in the contract. This has the effect of allowing the government to terminate a contract without compensation at any time if it obtains evidence that bribery has taken place.

"Such a clause might be acceptable to a company supplying paper cups to a government department, but our bankers simply refused to entertain it on a 25 year long contract for an investment of this size," said Bruce Johnston, a partner with Wilde Septe, the solicitors representing Group 4 and Tarmac in the negotiations. After long discussions involving the Prison Service, Treasury and the Private Finance Panel, a compromise was agreed.

A further problem arose over insurance. Since Altcourse and Parc will be Britain's first privately-owned prison buildings, there is no precedent for what would happen if the operators ever found themselves unable to obtain insurance cover, particularly against riots. This problem, said Mr Johnston, was eventually resolved by the government agreeing to become insurer of last resort if, through no fault of the contractor, insurance became unavailable in the market.

However, Neville Stuns, group chief executive of Tarmac, emphasises that not all difficulties in PFI negotiations involve conflicts between the public and private sectors.

"Private sector partners have to reach agreement among themselves as well. Tarmac's board takes the idea of entering into 25 or 30 year commitments very seriously. We are talking about large scale projects,



Precast units being craned into position at Fazakerley

involving private sector partners from different backgrounds who may not have worked together before, and commercial relationships with banks. Getting everyone's agreement in these circumstances is bound to take time and effort."

Altcourse will give Tarmac and Group 4 a showcase to promote further ventures into judicial services. Its campus design, with buildings occupying 20 acres of a 66 acre site, will accommodate 600 inmates in six two-storey house blocks. Factory-made units of four cells, with built-in ducts for electrical and plumbing services, are constructed

at Tarmac Precast Concrete's Somerset works and are craned into position on site. This technique is expected to shorten the building programme by several months. Construction costs are about £70m.

Parc prison will house 800 prisoners, and the Securicor consortium plans to operate it in liaison with community institutions; prison education and training programmes will be provided by Bridgend College, and medical services by Bridgend and District NHS Trust. Under the terms of the PFI contracts, both prisons will become government property after 25 years.

Defence: by Quentin Carruthers

# Deals lie behind the frontline

## Contracts are reserved for non-combat services and works projects

PFI shelters somewhere behind the frontline in defence. As in the health sector, where PFI is restricted to construction and non-clinical services, so in defence PFI is reserved for non-combat services and works projects. The risks of failure are less catastrophic and specifications can be relaxed to allow for the "innovative solutions" expected of a PFI leader.

Of the few Ministry of Defence contractors that have been awarded through PFI so far, two concern the provision and servicing of defence support vehicles: the £35m RAF white fleet project was awarded to Lex Service in July 1996, and the £27m project for the provision of material handling equipment (MHE) to depots was awarded to Cowie Interleasing in September 1996.

A third defence support vehicle project - the £50m replacement of 3,000 vehicles in the army white fleet in Germany - is at preferred partner stage, with Ryder and its sub-contractor Peterson Howell Heather having signed contracts, subject to further successful negotiations in January.

Under the terms of the MHE project, Cowie will provide and maintain equipment that includes forklift trucks, tractors and trailers, while under the RAF white fleet contract, Lex will purchase most of the current white fleet (non-front line vehicles) used at RAF stations across the UK, numbering some 2,750 RAF cars, vans and mini-buses, and will be responsible for providing and servicing replacement vehicles.

Housing and office accommodation has also been considered acceptable for PFI treatment. Two projects for

providing managed accommodation at RAF Cosford and RAF Halton are in early stages of PFI procurement, and another £64m project to provide a joint services staff college has reached shortlist stage.

However, one bidder - led by Tarmac - has dropped out, leaving three parties in the running: Laing and Serco, the "Quality Command" consortium led by WS Atkins; and Taylor Woodrow.

Increasingly, the MoD is turning to PFI for the procurement of training services and facilities. On October 1, FBS was announced as the preferred partner in a

### Tafmis is one of a number of PFI projects in which EDS has become involved

£400m programme to provide aircraft and support facilities for a helicopter flying school based across Shawbury and Middle Wallop.

The FBS consortium comprises FR Aviation, Bristow Helicopters, and Serco. "It [the contract] means stability for our staff and its excellent news for our local area," says Peter Ashleigh-Thomas, the chief executive of FBS. "Overall there will be significant job increases."

One of the competitors that lost out in the bidding for the helicopter flying school, Short Brothers, is up against the FR Aviation-Serco combination again, in the bidding for a £30m project to provide flying training and support services for the RAF. The announcement of a preferred partner is expected to be made in early 1997.

Information technology is another field that appears to lend itself to PFI in every government department, the MoD being no exception. Taf-

mis, the Training Administration Financial Management Information System contract, was awarded to EDS Defence in August.

The £25m project involves the installation of an IT system to provide financial reporting and management support for the Army Individual Training Organisation.

Tafmis is one of a number of PFI projects in which EDS, the US-owned multinational, has become involved. EDS is also one of the two bidders shortlisted for the £60m project to implement a payroll system for the combined armed forces, the other bidder being Siemens.

In the IT field, the same bidders compete across every government department, and the differences between government sector become a secondary consideration.

In mid-September, for example, the Treasury announced that EDS had been awarded the seven-year contract for the provision of a new Local County Court System (LOCCS), with a £20-25m bid estimated to be about half the price of tenders submitted by its two rivals, Siemens Business Services and Sama Group. In the transport sector, EDS is a member of the Transys consortium that has been left as de facto winner of London Underground's £200m Prestige ticketing project, after the withdrawal of the other bidder Syntegra, a subsidiary of BT.

BT has stayed in the running for the Defence Fixed Telecommunications System project, estimated to be worth £1bn over the 10-year life of the contract. BT, the incumbent supplier of the system, has said nothing about its final bid for the contract, but Racal, a veteran MoD supplier acting in the "Rampart" consortium alongside Logica and WS Atkins, has made a strong pitch to win the project. A decision on the winner is imminent.

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## 3 PRIVATE FINANCE INITIATIVE: PROPERTY AND INDUSTRY

Property: by Simon London

# New landlords take on the risk

The building and managing of government offices is being farmed out

The provision of government office accommodation is arguably the most fertile ground in which the Private Finance Initiative can take root.

The introduction of private capital into public sector property is neither new nor politically contentious. As some of the UK's largest office occupiers, government departments are keen to distance themselves from the messy business of owning and managing buildings.

Their eagerness to embrace PFI was increased earlier this year by the abolition of Property Holdings, the central agency which managed government office space. Instead, departments assumed full responsibility for their own accommodation, advised by Property Advisers to the Civil Estate, a new and much smaller agency.

Private sector bidders are also familiar with the principles of providing and servicing offices for government tenants. Unlike health or education, the skills required to build and manage offices are widely available in the private sector. The challenge has been to assemble consortia to manage projects from start to finish.

Early experience suggests that successful PFI bidders need to include skills in construction, property development, facilities management and finance.

The Exchequer Partnership selected as preferred bidder to refurbish the Treasury headquarters in Whitehall includes Stuart Lipton, the property developer, Bovis, the construction company, Chesterton, the property agent and facilities manager, and Hambros, the merchant bank.

While the Treasury contract is regarded as a PFI flagship because of its high profile, a number of provincial projects are further advanced. The Department of Social Security has chosen a consortium led by Amec, the construction group, to rehouse 13,000 Contributions Agency staff in Newcastle. Tyne & Wear, in a contract worth about £150m.

On a smaller scale, the Inland Revenue announced that it had selected a consortium led by construction company Mowlem to provide a new building for 630 staff in Bootle, Merseyside. The Inland Revenue has also selected its preferred bidder to provide new build-

ings in Manchester and Stockport. Customs & Excise is close to finalising a contract in Southampton. The unanswered question is how these contracts will be financed. In each case the winning consortium is being asked to commit to much more than the provision of a building for fixed rental payments. In line with the risk-transfer ethos of the PFI, private sector consortia will also provide facilities management services, and in some cases provide the government with more flexible terms than under conventional commercial property leases. These features differentiate PFI contracts from traditional property contracts, which offer landlords a predictable flow of income over as much as 25 years. Instead, payments by the government - known in PFI jargon as accommodation charges rather than rent - will depend on the satisfactory provision of services. This helps explain why most large landlords - such as property companies and institutional investors - have been reluctant to embrace private finance projects. From a financing perspective, the deals have more in common with project finance.

Funding for PFI projects will have to come in several stages. Finance will be required to provide cash for the construction of new buildings. Long-term debt will have to be put in place to refinance these construction facilities once the tenant starts to pay regular

accommodation charges. But the structure of PFI leases means that the private sector operator can not be sure of receiving a fixed rental income. At Newcastle, for example, the DSS has demanded options to vacate buildings in future if it faces a substantial reduction in manpower.

Private sector bidders will have to decide how much of the income is reliable enough to service senior debt, with the remainder of

the cost supported by mezzanine finance and equity. Most larger transactions are likely to involve capital markets with the issue of bonds or commercial paper. The single most ambitious property-related project is the DSS's proposal to transfer to the private sector more than 700 offices across the country. This represents virtually the entire DSS estate outside Newcastle. The contract to provide and service accommodation for

up to 25 years could be worth up to £3bn-£4bn. The department decided to go for a "big bang" approach, rather than splitting the estate into regional packages, in the hope of providing a transaction large enough to attract international capital.

The initial response to its proposals suggests that this objective has been achieved. Four of the six bidders on its shortlist are led by overseas financial institutions.

The DSS hopes later this month to select three candidates to go forward to a final round of bidding. It is still too early to tell whether the large-scale approach will be a success or not. So far the bidders know very little about the detailed structure of the DSS estate or the potential value of the assets. But if the department can succeed with such a large-scale transfer of assets, the implications for the UK property market could be significant.

Other government departments are doubtless wondering whether they should follow the trail blazed by the DSS. In theory most office buildings occupied by departments could be transferred in the same way. Large private sector office occupiers such as utilities and financial services companies must also be considering the PFI route, complete with risk transfer and flexible leases.



Flagship contract: the Exchequer Partnership has been selected as preferred bidder to refurbish the Treasury headquarters in Whitehall

Brendan Carr

Industry attitudes: by Alan Pike

# Public sector changes its role

PFI may see the state turning into a contractor rather than a service provider

PFI will transform more than the capital budgets of public authorities if, as is probable, it is here to stay. The spread of the initiative would further dilute the notion of public services as they were once traditionally defined - delivered by public employees from publicly-owned buildings.

It would accentuate a shift, which has been in progress since the introduction of competitive tendering, towards the public sector becoming a contractor rather than provider of services. Monitoring contract standards is developing into a

fundamental new responsibility for public authorities, and PFI will increase pressures on the public and private sectors to plan and work together.

The impact on companies that are involved in PFI promises to be equally profound. Some of the consortia that have been set up to bid for early contracts are consolidating their individual skills within firm, lasting PFI partnerships.

It is probable that the new PFI management companies will emerge, or develop from established facilities management groups.

While PFI is an innovation in its precise form, many of the skills needed to operate public sector schemes are long-established in facilities management companies such as Serco, whose corporate

development director, David Steeds, was this month recruited as chief executive of the Private Finance Panel executive.

Increased financial capacity will also be required if

The CBI report warned that PFI was in 'urgent need of tuning'

PFI's development is not to be stunted by insufficient equity.

But PFI must first demonstrate that it is going to become a central feature of future public procurement, rather than a relatively mar-

ginal scheme. Ministers believe it will eventually prove as influential as privatisation - and that Britain's PFI expertise will become sought-after internationally - but the business community is still waiting to be convinced.

In the summer, an influential report by the Confederation of British Industry gave unhesitating backing to the principles of PFI but warned that it was in "urgent need of tuning and better management". The report spoke of a "deep frustration at the waste of resources occurring as both the public and private sectors scale the learning curve".

Considerable consultation took place between CBI and Treasury officials while the report was being compiled, and some industrialists

were disappointed that Kenneth Clarke, the chancellor, did not immediately pick up on its recommendations when he addressed a CBI conference that was held to coincide with its publication.

Many industrialists are warning privately that the degree of willingness to overcome the obstacles to PFI's progress shown by ministers this autumn will be vital in retaining the confidence of the business community.

The CBI report addressed both practical log-jams to PFI's growth and many of the wider issues associated with its introduction - business was deeply concerned, it warned, that PFI was being "misused as an additional excuse for the government to cut back on capital investment."



Waltham Forest Housing Trust. PFI will encourage public and private sectors to co-operate

David Jones

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- Q: Are your advisers experienced in PFI?
- Q: Can PFI contracts ever be standardised?
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Transport by Charles Batchelor

# Public funds secure deals

Government money has been allocated to keep two significant projects on track

The transport sector has provided some of the largest and most spectacular deals to be carried out under the government's private finance initiative in recent months.

It has also been the source of some innovative financing deals, which the bankers and advisers involved believe will be adopted by other PFI sectors.

The prospect of a change in the way PFI schemes are arranged if Labour wins the general election due by May 1997 does not seem to have dampened private sector interest in the initiative.

This is in part because Labour has said it will continue with what it calls "public private partnerships" and partly because it is unclear how Labour would handle them differently.

Labour does speak of using public funds "to generate the maximum social return," which suggests there might need to be a greater public sector input, and of setting out a clearer policy framework for projects, which would also be welcome.

But its idea of "achieving a better division of risk between contractors, operators and investors" raises more questions than it answers. The government has already been accused by the private sector of attempting to transfer too much risk.

Yet retaining more control, and presumably more risk, in the public sector suggests there would need to be an increase in the size of a Labour government's contribution to individual projects. However, Labour has made clear it has no extra funds to devote to transport.

The present government, meanwhile, is attempting to push ahead with its PFI programme as fast as possible. A £3bn contract to build the 68-mile Channel tunnel high speed rail link was signed with the winning consortium in March while the deal for the smaller Docklands Light Railway Lewisham extension, valued at about £220m, was concluded earlier this month.

But for all the government's optimism about the private sector taking over the financing and management of large infrastructure projects, it has had to temper its hopes with realism.

The private sector has not been willing to put in the large sums originally expected by government ministers because of the long-term nature of transport projects and the frequently slow payback. This has meant that both the Channel tunnel rail link and the Lewisham DLR extension, which the government hoped would be funded fully in the private sector, have required public funds.

The 99-year concession to build and operate the high-speed rail link was won by the London & Continental Railways consortium with the promise of a government cash injection of £1.4bn as well as the transfer of ownership of the Eurostar train services and large areas of railway land.

Eurostar was intended to provide an income stream

during the early years of the project before the line was opened but in the initial stages it has proved a burden on the consortium, losing up to £20m a month. LCR is strengthening the marketing of services however and hopes to reach break even by the first half of 1998.

The high-speed link will allow international express trains to run at speeds of up to 170mph in the UK and cut more than 30 minutes off journey times between London, Paris and Brussels.

When the link opens in 2000, the Channel tunnel itself will have been in operation for nine years though the delays have more to do with government dithering in the early planning stages than the length of the PFI negotiations.

The seven consortium members have committed an initial £100m in equity capital to the project and have financial commitments from their bankers for the rest of the £150m-plus needed for the first stage of the project. Stock market funds will be tapped when the company seeks a listing in early 1998.

Although the government has been forced to put taxpayers' money into the venture, the consortium will be

required to spend £2bn of its own money and have completed two-thirds of the project by value before any direct cash contribution is made by the government in 2000.

At the other end of the PFI scale is the Lewisham extension of the Docklands Light Railway, which will take the rail system under the Thames into south London for the first time. The early experience of the DLR, when design failings and the sheer unreliability of performance forced London Transport back to the contractors several times for expensive upgrades, strengthened the government's resolve to do a watertight deal.

Tight performance standards have been imposed on the City Greenwich Lewisham Rail Link consortium which has been awarded the 25-year concession to build and maintain the three-mile link. The consortium will not run the trains - these will be provided by the eventual winner of the seven-year franchise to operate the entire DLR system - but its earnings will depend on the reliability of the network and passenger numbers.

The extension bears some similarities to the highly successful Queen Elizabeth II bridge on the M25 motorway at Dartford. The bridge and its associated tunnel have a monopoly on journeys across the Thames at that point and have earned revenues far above expectations. The construction loan will be paid off eight years early as a result.

A similar near-monopoly on public transport crossings of the Thames at Greenwich will be enjoyed by the link. It is expected to contribute

nearly half the passengers travelling on the DLR network and more than half the total revenues.

The lack of credit enhancement meant that bond purchasers had to make a thorough assessment of the risks involved instead of relying, in part, on the credit enhancer to cover the risks. Issuing a bond at the outset also locks the construction consortium into a repayment schedule, notes Tim Trehan, managing director for project finance at the Bank of America.

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## Public sector changes its role

Continued from page 8  
Even when PFI targets were taken into account, total publicly sponsored capital investment was set to fall 12 per cent in real terms between 1992-93, when the initiative was launched, and 1996-99.

PFI, emphasised the report, was a tool and not a panacea. Resources were wasted when it was applied ineptly or on unsuitable projects. Both the public and private sectors must manage it better by refining policy and processes, adapting culturally and acquiring new skills. Otherwise, warned the CBI, "frustrated workmen will blame the tool - and the initiative will fall victim to target shortfalls, excessive costs and unrealised gains."

The government, commented the CBI, has pursued PFI with "some force". Cuts in conventional capital spending had left the construction industry, in particular, with no alternative but to pursue PFI business. Yet PFI brought together public sector clients and private sector resources in a new and complex way, and force alone would not embed the initiative. The new market needed to be fostered.

Jeremy Peat, chief economist of the Royal Bank of Scotland, is a member of the CBI's PFI steering group which produced the report. He believes "prioritisation and focus", in place of the requirement that government departments must consider all projects as potential PFI schemes, is essential to put the initiative on a firmer footing.

"The scattergun approach may have been appropriate to get PFI started," he said.

"But now the need is to concentrate on projects which are both pressing in national economic terms and make sense as PFI schemes. Focusing on a narrower range of appropriate projects is, in my view, the first crucial step to take."

Mr Peat, himself a former civil servant, understands the constraints that public officials face but argues that there must be a change of culture in the public sector. Continual attention in minute detail is, he argues,

Favourable PFI project characteristics identified by the CBI

- Output/service delivery chain
- Substantial operating context within the project
- Significant scope for additional/alternative uses of the asset
- Scope for innovation in design
- Surplus assets intrinsic to transaction
- Long contract term available
- Committed public sector management
- Political sensitivities manageable
- Risks primarily commercial in nature
- Substantial deals (through mega-projects have their own difficulties)
- Complete or stand-alone operations to allow maximum synergies

Note: none of these conditions will themselves guarantee success but they point in a particular direction and allow for a more informed decision

making PFI negotiations more protracted and expensive than those that take place on either purely private sector or purely public sector projects.

"There is a need for someone very senior in government to act as PFI's watchdog, and guardian, taking real responsibility and making it clear in Whitehall that the government wants PFI deals to happen."

Mr Peat believes that the National Audit Office should be able to examine a range of PFI projects within government departments, rather than being required to conduct examinations on a project-by-project basis.

This would, he suggests, give a clearer picture of how PFI was developing as well as encouraging more flexibility in negotiations. And he says the introduction of model clauses must go a lot further to help reduce the current high level of PFI bidding costs.

The CBI report contains an alluring list of benefits that might flow from PFI:

- Better value for money as the private sector makes capital work at higher capacity, and responds to financial incentives to introduce innovative operating techniques.
- Improved government planning, replacing stop-go capital spending with a steady stream of service payments.
- A new business sector with export potential if the UK became a world leader in PFI deals.

With so much to play for, PFI's supporters hope its promises will not diminish as private sector interest fades amid wrangling over contract terms.

PROFILE Croydon Tramlink

# Trams back on the rails

A revival project is a response to road congestion. But it needs private money

There is a certain irony in the fact that Croydon, a town substantially rebuilt in the 1950s in order to accommodate the car, should be the first suburb in London to welcome back the tram.

However, by late 1999, if everything goes according to plan, Croydon will celebrate the return of trams to the capital after a gap of 48 years.

The last old-style tram, a double-decker, ran in London in 1952. Its contemporary counterpart will be a lightweight single-decker with a low floor to allow easier access and it will contain the latest in electronic systems.

The 99-year Croydon Tramlink concession to build and operate an 18-mile tram network has been won by the Tramtrack Croydon consortium. This comprises:

- CentreWest, a London bus operator;
- Bombardier EuroRail, a train and tram manufacturer;
- Two contractors, Sir Robert McAlpine and Amey Construction;
- 3i, a development capital group; and
- the Royal Bank of Scotland.

Preparatory work, including boring to check the position of gas pipes and electricity cables, has begun

but large-scale construction work will start next year. Financing of the £200m deal under the private finance initiative will be split roughly equally between the private sector and the government. The project's value comprises £100m of capital costs and £20m of interest charges. In addition, the government will pay for £25m worth of work to move utilities' pipes and cables.

The government had earlier hoped that 70 per cent of finance would come from the private sector. But restrictions on rail ticket price rises introduced at the time of the privatisation of British Rail reduced revenue projections and made a larger public sector contribution necessary.

Even so, 50 per cent represents a larger private sector contribution than occurred on other recent UK tram projects. It reflects the higher level of public transport fares in London and the high forecasts for passenger use because of the congestion experienced on local roads.

Estimated made in 1993 suggested that annual revenues would amount to £14.8m compared with costs of just £5.2m though these figures do not include project financing costs and they have since been revised. More recent numbers are confidential, however.

These figures gave the Tramlink a higher ratio of benefits to costs than any other London transport

scheme with the exception of the Lewisham extension to the Docklands Light Railway.

The finishing touches are still being put to the financing arrangements for the Tramlink, but leasing finance, provided by Lombard North Central, part of the National Westminster Bank group, is expected to account for about 70 per cent of the private contribution with bank debt making up the rest.

The leasing arrangements run for 28 years - the expected life of the trams - though the leases also cover track and other equipment. The bank loans for 20 years are being provided by Dai-ichi Kangyo Bank, RBS and Bayerische Landesbank. Unlike the financing for the Docklands Light Railway extension to Lewisham, agreed earlier this month, there is no bond issue involved.

"This project involves innovative and robust financing which will cover the operational phase as well as the period of construction," says Tony Poulter, head of project finance at Price Waterhouse, advisers to Tramtrack.

The winning consortium has taken on the risks that are associated with the

design, financing, maintenance and operation of the system. Its financial forecasts depend on passenger numbers reaching the 25m-28m a year which have been forecast.

The Croydon Tramlink will make use of disused or under-used railway track for part of the route but will run through central Croydon at street level.

The routes will form a three-pointed star linking Wimbledon to the north-west of Croydon town centre with New Addington to the east and Beckenham Junction to the north-east. A fourth short spur goes to Elmers End in the north-east.

10 PRIVATE FINANCE INITIATIVE: SCOTLAND

# Taking root

Continued from page 1  
The reason for these delays has been wide-ranging. For example concern by bankers that the liabilities of bankrupt trusts might not be met by government was dampened but not assuaged by emergency legislation passed by the government in March.

And while the first contracts should be signed imminently, officials acknowledge that affordability issues at several projects are now so serious that negotiations for some hospital deals are unlikely ever to be closed.

Some analysts also fear that the problems experienced by the NHS could be repeated in local government and education. "There are difficulties [in these areas] because they are very decentralised with a large number of projects being led by a large number of different bodies," warns Jason Fox, a partner at solicitors Herbert Smith.

Nevertheless, the government is confident it can avoid the pitfalls that have delayed the first hospitals by targeting flagship projects more carefully to establish successful templates. Although many contractors believe schemes such as schools or university residences are too small to be worth spending a lot of money on full bids - John Laing for example has announced it will no longer bid for any project worth less than £30m - experiments are under way to see if several projects can be pooled to create the necessary economies of scale.

And while the present difficulties may still seem pressing, a vision of what kind of companies would best respond to a PFI-driven future is starting to emerge.

One of the most significant events of the past year has been the establishment of dedicated investment funds for PFI projects. BZW, Charterhouse and CIBC Wood Gundy have set up their own groups and the first independent PFI fund, Innisfree, closed in September after raising £85m from institutional investors.

Provided the trend continues, the introduction of

these independent equity contributions to PFI projects will allow overstretched contractors to recycle capital more rapidly. "It should end capacity constraints," says one analyst. "Contractors are really not the right people to be holding equity."

That leaves the door open for the creation of a new class of "infrastructure owning" companies driven by operators, such as big facilities management firms, rather than the contractors. Other firms with substantial experience in infrastructure and service provision, such as the privatised utilities, could also become big players in the market.

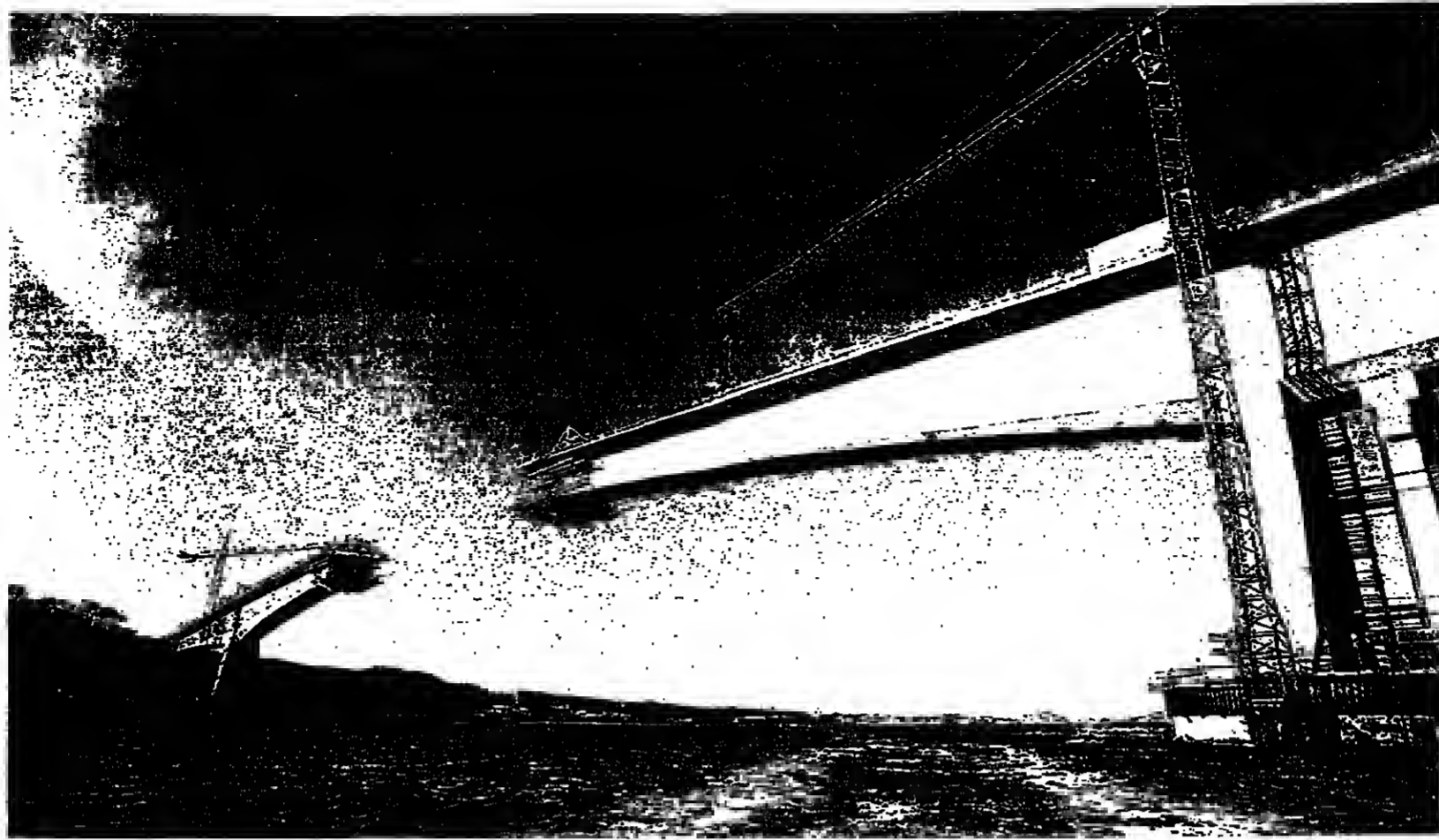
The impetus for such a development derives from the fact that while most attention focuses on the capital cost of projects, the real money in PFI is derived from the service payments.

The Treasury estimates that the potential PFI projects so far identified by the Private Finance Panel have a combined capital value of at least £25bn, compared to a Net Present Value for their cumulative service costs of between £40-60m.

Reflecting this David Metter, managing director of Innisfree, says investors are more likely to target companies that specialise in PFI as a sector rather than individual projects. "The new wave of PFI firms is only just emerging," he says. "Ultimately they are going to represent a new asset class for institutional investors."

However, even optimists admit that the development of such companies will take some time - and is dependent on the first wave of PFI projects getting successfully up and running in all sectors. That in turn requires not only new project signings but visible success on those already under way.

Alastair Ross Goobey, chief executive of Hermes and chairman of the Private Finance Panel, says this will take time. "The critical judgment will be after five years as to whether you have got value for money in the form of services delivered more efficiently and effectively than would otherwise be the case."



A bit steep: construction of the Skye Bridge. Many people object to paying the £5.20 toll

Scotland: by James Buxton

## Public image at a low point

Costly tolls on the Skye Bridge have not given PFI a good name in the country

The Skye bridge enjoyed a rare piece of good publicity the other day. The Scottish Office announced that the number of vehicles using it in its first 10 and a half months of operation was 18 per cent higher than those using the ferries before it opened, and that coach traffic was up 40 per cent.

The bridge is the first example in Scotland of the private finance initiative. It was financed by a consortium of the construction companies Miller Group of Edinburgh and Dywidag of Germany who built it, with Bank of America. Skye Bridge Ltd hopes to pay off its £25m debt in about 15

years through tolls.

But a one-way crossing by a car in summer without a season ticket costs £5.20 which on Skye is considered very steep for a bridge whose central span is only 500 metres long. Many people object to paying tolls altogether and a test appeal by a man fined for refusing to pay should come to court soon.

The Skye bridge does little for the public image of PFI in Scotland. But the main concern of construction companies, bankers and professionals in Scotland's substantial PFI industry is the long time it has taken to bring other major Scottish PFI projects to the point of signing contracts.

Scotland is seen by the government as a promising area for PFI because it is compact and because, unlike in England, most projects involve a single government

department, the Scottish Office.

Scottish construction companies and banks have risen to the opportunities both in Scotland and across the border. So have firms of solicitors such as Dundas & Wilson and Shepherd & Wedderburn, which constantly find themselves on different sides in negotiations.

Noble & Co, the Edinburgh finance house, has set up Canmore in partnership with MPM Adams, the Glasgow project managers, to specialise in facilities management contracts.

These in the private sector expect some significant projects to go ahead in the next few months. One of them is the scheme for completing the M6/M74 motorway, which runs from the border to Glasgow.

The Scottish Office wants the final 18 miles to be built

on a design, build, finance and operate basis, with the winning consortium operating 60 miles of new motorway for 30 years. The capital value of the contract is put by the Scottish Office at £130m.

The Scottish Office is now evaluating bids resulting from the tender process and the contract is expected to be let early in the new year, with the winner likely to be either a consortium involving Laing and Tarmac, or one with Sir Robert McAlpine and Taylor Woodrow.

Scotland is unique in Great Britain in still having a publicly-owned water and sewerage industry, after the government backed away from privatising it. Instead it transferred the industry from local authorities to three new water authorities, which must now make big investments to satisfy new

EU quality standards.

The authorities are making a start. The pathfinder PFI project is a £49m scheme to provide sewage treatment services to Inverness and Fort William on a build, own and operate basis.

After long delays, caused partly by the reorganisation process, contracts should be signed shortly between the North of Scotland Water Authority and Catchment, a consortium that includes Bechtel, Morrison Construction and North West Water.

Once it is signed the pattern should have been set for two other big schemes: the £132m Almond valley trunk sewer and Seafield sludge incineration projects for East of Scotland Water Authority and the £58m Shieldhall and Daldowie sludge treatment centres for West of Scotland Water Authority. In the health sector con-

tracts have been let on three small projects in Scotland but the major ones have further to go and may be afflicted with the same problems of affordability that are delaying hospital PFI schemes in England.

A consortium that includes BICC, Morrison Construction and Royal Bank of Scotland has been named preferred bidder for a new hospital to replace Edinburgh's Royal Infirmary, a scheme whose capital value has been put at £180m.

For another big Edinburgh scheme - to refurbish the Western General hospital, a consortium involving Miller Group, Building and Property Facilities Management and Scottish Hydro-Electric has been named preferred bidder.

Morrison Construction, which secured a stock exchange quote last year, has made a serious effort to equip itself to win PFI contracts - it initially set up its own PFI forum and recruited former cabinet minister Lord Parkinson to chair it.

But Mike Martin, who is in charge of PFI contracts, complains about the long time it has taken to move from pre-qualifying to signing a PFI contract on a road in England. "It took about two years. We can't possibly continue with this level of time and expense," he says.

"Under the normal contract procedure it would cost Morrison only about £30,000 to bid for a £30m to £40m contract. But these early projects it is costing us about £2m.

"Half the money," he explains, "is spent putting in the bid, and the other half is spent after the bid has gone in. That is OK if by then you are the only bidder. But there is now a tendency to negotiate with two bidders which I regard as a step too far."

Jeff Thornton, head of the Royal Bank of Scotland's public sector finance group, acknowledges that "it does take an inordinate amount of time, because we are breaking new ground. The very high legal bills being paid are partly a function of the novelty. At least with DBFO on roads we are getting into our stride. Now we need progress on water and sewerage, and the government must push the hospital projects along."

*"Government and cooperation are in all things the laws of life."*

John Ruskin (1819-1900).

**DBFO Roads**

Adviser to the Highways Agency on the first 8 DBFO road projects.

**Benefits Agency and Post Office Counters Limited**

Adviser to ICL Pathway.

**Government Offices, Great George Street**

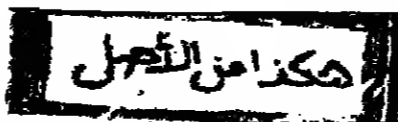
Adviser to Exchequer Partnership plc, preferred bidder for the redevelopment of the Treasury Building in Whitehall.



**HAMBROS BANK**

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# Lebed sacking sends D-Mark sliding

The dollar reached a four-and-a-half-month high against the D-Mark in London last night after news broke that Russian President Boris Yeltsin had fired Alexander Lebed, his national security adviser.

The D-Mark tends to suffer from perceived Russian turmoil because of the geographic and trade links between Germany and Russia.

The dollar closed three-fifths of a penny higher in London at DM1.543. A flurry of US economic data had little impact on the market, with traders awaiting Friday's trade figures.

Starting gained in the dollar market, closing 1.3 pence up at DM2.449.

Russian political tensions reduced some of the D-Mark's early gains against the Spanish peseta and the Italian lira. The D-Mark had

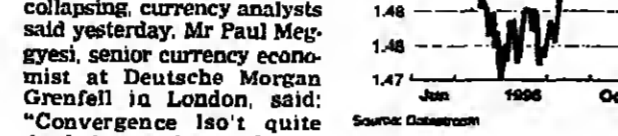
risen against the "Club Med" currencies thanks to fresh statements by Bundesbank officials that countries wanting to qualify for the single European currency would have to meet strict fiscal and monetary criteria. The D-Mark closed four-fifths of a lira off at 1,998, and 0.13 pesetas higher at 84.24 ptas.

In a sign of the pressure on the peseta and the lira, Italy yesterday set up a "strategic committee" for the introduction of the euro. The country said this showed how determined it was to join the single European currency at the earliest entry date. With Prime Minister Romano Prodi meeting German Chancellor Helmut Kohl in Bonn last night, Italy is striking back against

speeches by Bundesbank directors this week that suggested the lira had little chance of being in the first group for European monetary union.

The foreign exchange markets have become less confident that Italy and Spain will be in the first wave of entrants, but there is little sign of the peseta and lira collapsing, currency analysts said yesterday. Mr Paul Megyesi, senior currency economist at Deutsche Morgan Grenfell in London, said: "Convergence isn't quite dead, but perhaps what is dead is the convergence euphoria you had after the Italian budget."

But he added: "So long as investors believe that Spain and Italy will ultimately participate in monetary union, there is still money to be made in their bond markets." That would be true even if the countries only qualified for Emu in 2002 rather than in 1999, Mr Megyesi said.



He said that the lira and the peseta rebounded in the afternoon largely because of their own strength. The sacking of Lebed was little more than a catalyst, its impact on the market, though genuine, should not be overstated.

figures on the dollar previously. This time people don't think there's a serious problem in Russia. The foreign exchange markets were currently tracking bond markets, which had reacted fairly calmly to the Lebed news, he added.

Mr Parsons said the dollar and sterling were nearing the end of their bull runs against the D-Mark. The dollar would face technical resistance at its year high of DM1.5484. This was because the Bundesbank would be unwilling to see the US currency rise above that to a level where it would threaten German bond prices and create inflationary risks, Mr Parsons said.

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But Nick Martin, who is in charge of PFI contracts, complains about the long time it takes to move from a qualifying to signing a PFI contract on a road in Enfield. "It took about two years. We can't possibly compare with the level of time and expense," he says.

Under the normal contract procedure it would only take a few months to sign for a £30m to £50m contract. But these early projects are coming in about £2m.

"If the money is available, it's spent pretty quickly, and the other half is spent after the bid has gone in. That's OK if by then you are the only bidder. But if there is now a tenderer, it's a real headache with two bids, and I regard as a step in the wrong direction."

Mr Thornton, head of the Bank of Scotland's PFI finance group, says that "it's not clear how much amount of money is available because we are in a very tight financial position. The bank's financial functions have been cut back. At least we are not going to be able to raise more money from outside. Now we are looking at ways to raise money from within the bank and the government."

## MARKETS REPORT

### POUND SPOT FORWARD AGAINST THE POUND

Oct 17	Closing mid-point	Change	Oct 17	High	Low	One month	Three months	One year	Bank of England
Japan	172.208	+0.089	230	172.286	172.003	171.773	3.0	171.300	2.3
Germany	50.412	+0.254	126	50.670	50.312	50.312	2.9	50.082	2.7
France	9.388	+0.056	77	9.445	9.331	9.365	2.2	9.348	2.1
Italy	2.729	+0.037	72	2.786	2.675	2.715	1.8	2.728	1.7
Spain	8.756	+0.207	82	9.027	8.511	8.592	2.4	8.298	2.3
Sweden	2.491	+0.026	61	2.520	2.436	2.443	2.7	2.434	2.7
Switzerland	2.827	+0.053	57	2.884	2.754	2.767	1.7	2.827	1.7
US Dollar	1.543	+0.003	323	1.548	1.538	1.538	0.2	1.532	0.2
US Dollar	2.449	+0.118	227	2.567	2.331	2.331	2.8	2.092	2.7
Netherlands	2.740	+0.026	457	2.768	2.712	2.712	3.1	2.727	3.0
Norway	10.779	+0.038	758	10.828	10.730	10.730	1.2	10.739	0.8
Denmark	246.756	+1.156	670	247.920	245.593	247.000	-1.2	247.281	-1.0
South Africa	206.283	+1.253	206	207.537	204.943	205.443	-1.2	206.283	-1.0
South Korea	10.526	+0.058	300	10.584	10.471	10.518	0.1	10.559	0.1
India	20.120	+0.074	121	20.196	20.053	20.054	4.5	19.916	4.2
UK	1.276	+0.005	750	1.277	1.266	1.276	1.7	1.270	1.7
SEK	1.10770	-	-	-	-	-	-	-	-

## CURRENCIES AND MONEY

### DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Oct 17	Closing mid-point	Change	Oct 17	High	Low	One month	Three months	One year	JP Morgan
Japan	10.869	+0.044	580	10.913	10.812	10.812	2.2	10.809	2.2
Germany	31.794	+0.125	820	31.919	31.719	31.719	2.5	31.585	2.5
France	5.918	+0.025	170	5.943	5.893	5.909	1.8	5.875	1.8
Italy	1.679	+0.016	169	1.695	1.663	1.671	2.3	1.659	2.3
Spain	15.635	+0.412	157	16.047	15.207	15.207	2.0	15.197	2.1
Sweden	1.543	+0.022	434	1.565	1.521	1.521	2.5	1.529	2.5
Switzerland	2.412	+0.072	190	2.484	2.342	2.342	2.7	2.435	2.7
US Dollar	1.543	+0.003	323	1.548	1.538	1.538	0.2	1.532	0.2
US Dollar	2.449	+0.118	227	2.567	2.331	2.331	2.8	2.092	2.7
Netherlands	1.543	+0.026	457	1.569	1.517	1.517	3.1	1.527	3.0
Norway	10.779	+0.038	758	10.828	10.730	10.730	1.2	10.739	0.8
Denmark	246.756	+1.156	670	247.920	245.593	247.000	-1.2	247.281	-1.0
South Africa	206.283	+1.253	206	207.537	204.943	205.443	-1.2	206.283	-1.0
South Korea	10.526	+0.058	300	10.584	10.471	10.518	0.1	10.559	0.1
India	20.120	+0.074	121	20.196	20.053	20.054	4.5	19.916	4.2
UK	1.276	+0.005	750	1.277	1.266	1.276	1.7	1.270	1.7
SEK	1.10770	-	-	-	-	-	-	-	-

## CROSS RATES AND DERIVATIVES

### EXCHANGE CROSS RATES

Oct 17	Oct 17	Oct 17	Oct 17	Oct 17	Oct 17	Oct 17	Oct 17	Oct 17	Oct 17
Belgium	100	16.80	16.41	4.855	1.969	4.846	5.446	20.58	486.1
Denmark	100	6.575	10	8.919	2.670	1.058	2.927	11.06	219.8
France	100	6.575	10	2.959	1.200	2.959	3.518	12.54	398.1
Germany	100	23.80	10	2.409	0.988	0	1.129	4.238	101.7
Italy	100	5.490	10	2.468	1	2.481	2.769	10.58	207.8
Netherlands	100	3.064	10	0.341	0.100	0.112	0.122	0.225	10.09
Norway	100	18.236	10	0.912	0.362	0.811	0.887	3.779	86.21
Spain	100	165.495	10	2.673	2.659	2.659	2.646	10.217	10.17
Sweden	100	20.45	10	0.980	0.403	0.907	1.113	4.208	100
Switzerland	100	4.45	10	1.187	0.411	1.185	1.322	5.052	116.8
UK	100	47.77	10	2.319	0.840	2.314	2.601	8.390	233.8
US Dollar	100	165.495	10	1.187	0.411	1.185	1.322	5.052	116.8
Canada	100	9.344	10	0.980	0.403	0.907	1.113	4.208	100
Japan	100	23.80	10	1.187	0.411	1.185	1.322	5.052	116.8
India	100	31.78	10	1.543	0.553	1.543	1.544	5.835	193.3
South Africa	100	39.623	10	1.819	0.778	1.815	2.153	8.135	193.3

## WORLD INTEREST RATES

### MONEY RATES

Oct 17	Over night	7 days	One month	Three months	Six months	One year
Belgium	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
France	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Germany	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Italy	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Netherlands	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Sweden	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Switzerland	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
US	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
Japan	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2

## EURO CURRENCY INTEREST RATES

### LIBOR FT London

Oct 17	Over night	7 days	One month	Three months	Six months	One year
Belgium	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
France	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Germany	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Italy	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Netherlands	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Sweden	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Switzerland	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
US	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
Japan	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2

## UK INTEREST RATES

### LONDON MONEY RATES

Oct 17	Over night	7 days	One month	Three months	Six months	One year
Bank of England	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Ireland	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Scotland	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Wales	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Cyprus	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Greece	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Spain	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Portugal	0.2	0.2	0.2	0.2	0.2	0.2
Bank of France	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Germany	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Italy	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Netherlands	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Sweden	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Switzerland	0.2	0.2	0.2	0.2	0.2	0.2
Bank of US	0.2	0.2	0.2	0.2	0.2	0.2
Bank of Japan	0.2	0.2	0.2	0.2	0.2	0.2

## EMU EUROPEAN CURRENCY UNIT RATES

Oct 17	Rate against Euro	Change on day	% v. from % spread	Div. yield
Ireland	0.792214	+0.001389	-1.54	3.23
Finland	5.945901	+0.000189	-0.69	2.66
Denmark	196.782	+0.025	-0.86	2.52
Spain	162.480	+0.322	-0.22	1.86
Netherlands	2.19214	+0.000141	0.21	1.33
Belgium	36.3600	+0.0001	0.6	0.81
Australia	13.4983	+0.000774	0.73	0.91
Germany	1.91007	+0.000114	0.72	0.81
Denmark	7.46280	+0.00039	0.52	0.8
France	6.56058	+0.000271	1.64	0.00

## NON-EMU MEMBERS

EMU	Rate against Euro	Change on day	% v. from % spread	Div. yield
Japan	162.480	+0.322	-0.22	1.86
US	1.91007	+0.000114	0.72	0.81
UK	7.46280	+0.00039	0.52	0.8
Canada	6.56058	+0.000271	1.64	0.00
South Africa	1.91007	+0.000114	0.72	0.81
India	7.46280	+0.00039	0.52	0.8
South Korea	6.56058	+0.000271	1.64	0.00
Taiwan	1.91007	+0.000114	0.72	0.81
Thailand	7.46280	+0.00039	0.52	0.8
Philippines	6.56058	+0.000271	1.64	0.00
Singapore	1.91007	+0.000114		

COMMODITIES AND AGRICULTURE

Bumper US harvest lifts freight rates

By Deborah Hargreaves

Shipping rates for commodities moved sharply higher yesterday, pushing the Baltic freight index up 23 points to 1,118 after a 19 point rise on Wednesday.

The index is moving from its lowest point for two years, hit on September 25, and although shippers believe rates could move higher in the short term, a flood of new ships is likely to keep them low next year.

Mr Basil Mavroloas at Bray Shipping, who is chairman of the index committee, said: "The freight market is moving up very fast at the moment, but it's coming from a very low level. Two weeks ago we were looking at laying off ships. The market was diabolical."

The current increase in freight rates reflects a rush of US grain to the market following this year's bumper harvest. The supply of carriers in the Pacific is tight as shipping in the Asian market has picked up and this has fed through to rising rates in the Atlantic.

The Baltic freight index is calculated by using rates on 10 international routes for dry bulk shipping of commodities such as grain, iron ore and coal. Higher current rates mean, for example, it would cost a shipper \$21.50 a tonne to send grain from the US Gulf to Japan - one of the most popular routes.

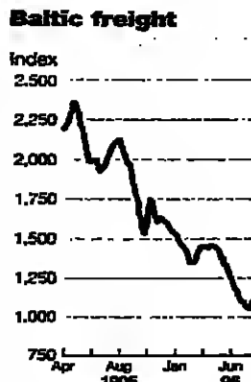
A booming freight market in 1995, which saw the index hit its peak in May, has encouraged a lot of new shipbuilding. Most of those carriers will be delivered over the next 15 months, which is likely to depress rates for much of next year.

Some brokers believe China delayed important grain purchases during the summer so as not to contribute to soaring wheat prices. A large purchasing programme by Beijing for the final quarter could support freight rates.

The Baltic index trades as a futures contract on the London International Financial Futures Exchange. The over-the-counter market for forward freight agreements, which give shippers the chance to hedge individual routes, has also expanded in the past year - with three brokers selling the products.

Mr Philippe van den Abeele, freight derivatives manager at Clarkson Wolff, the shipping brokers, said: "Clarkson's forward freight agreements represent some \$30m of freight per month. Many shippers are much more interested in hedging than they were: products like these could change the way the shipping market thinks," he said. He has just begun offering freight agreements for the tanker market, which ships crude oil.

Shippers are looking to develop a new index to cover so-called Handysize ships, which are more flexible than larger carriers.



Source: Clarkson Wolff

SouthernEra put on diamond map

Chris Jennings is an unusual character in the hothouse world of Canadian mining exploration. With grandfatherly charm and a high reputation as a geologist, Mr Jennings doesn't fit the mould of a speculative penny-stock promoter. Like the promoters however, he is eager to persuade lenders, investors and others that Toronto-based SouthernEra Resources is on the verge of becoming a force in the international diamond market.

Mr Jennings, aged 62, is SouthernEra president and owns 10 per cent of the shares. Since he took the reins four years ago, it has acquired stakes in an array of properties in 10 countries, including South Africa, Canada, Venezuela, Angola, Swaziland, Uruguay and Ukraine. According to Mr Jennings, "it's a high-risk business, and we've got to spread our risks".

But SouthernEra's hopes are pinned chiefly on its wholly-owned Klipspringer property in South Africa's Northern Province. A feasibility study is due to be completed in early 1997.

"I'm sure we've got a viable mine there," Mr Jennings says. More than 3,000 carats, mostly of gem quality, have been recovered. They average 0.31 carats and include 15 gemstones of over four carats.

According to Mr Jennings, the 60km-long kimberlite fissure in which the stones have been found is about six times longer than any other in South Africa.

The capital cost of an underground mine is estimated at a relatively modest \$30m. Production costs, estimated at \$25 a tonne, could be held down for up to 20 years by tunnelling horizontally into the side of a mountain.

SouthernEra gained access to needed cash flow last month by teaming up with a small company with sizeable concessions in Angola's rich alluvial diamond fields. Sphere Trading is run by two former South African policemen who found 800 carats of diamonds worth nearly \$1m in one day.

Since then, Sphere has extracted 45,000 carats of diamonds, valued at an average \$920 a carat, from 156,000



Chris Jennings: pinning his hopes on Klipspringer property

of concessions in Luanda Norte province. Mr Jennings, who has visited Angola four times in as many months, says his partners are among the few diamond hunters not deported in recent weeks.

Angola "is going to be one of the world's leading diamond centres. If peace can hold, the government is very serious," he says.

South African born Mr Jennings worked for many years for Falconbridge, the Canadian metals producer. According to Mr Bill James, Falconbridge former chief executive, he is not a "fly-by-night" promoter. His reputation has caught the eye of some of the biggest producers. RTZ-CRA, the Anglo-Australian group, is SouthernEra's biggest

Report warns on cuts in EU tariffs

By Maggie Urry

Cuts in tariffs over the next 12 years will put the European Union's dairy policy "under considerable strain" according to a report by Mr Sion Roberts, a National Farmers' Union economist.

The report concludes: "Increased imports into the EU from the world market could seriously pressure milk prices within the EU." Tariff reductions were agreed as part of the Uruguay Round of Gatt, the predecessor body to the World Trade Organisation, and further falls in tariffs are likely under the next round, depending on negotiations due to begin in 1999.

Mr Roberts outlined three options for EU milk policy. Without compensation, each would result in falls of up to 30 per cent in farmers' gross margins over 12 years.

The first would be to maintain the current regime for as long as possible. Mr Roberts says this is the option most farmers prefer. A second option would be to cut support prices to meet world prices either gradually, accompanied by quota increases, or in one go.

But Mr Roberts argues that gradual price falls would be unlikely to meet the EU's Gatt commitments. A one-off reduction would probably result in a price fall of 25 to 30 per cent. This was the only long-term solution, he said.

The third option would be a system of B-quotas where surplus production could be exported without subsidies, enabling the dairy industry to maintain its current size. However, Mr Roberts says, these exports would depress world prices, with a consequent effect on A-quota milk, and might not be compatible with Gatt.

Aluminium rises on Lebed dismissal

MARKETS REPORT

By Deborah Hargreaves and Robert Corzine

Aluminium prices rose by \$14 yesterday as the market reacted to news that Mr Boris Yeltsin, the Russian president, had dismissed Mr Alexander Lebed, his chief of security.

Analysts said the market went into a state of panic buying by those with short positions, on fears that the dismissal in the Russian government could affect aluminium exports. Russia is a leader in the aluminium supply market and exports are expected to reach record levels this year.

Chinese exchange considers agricultural options

The Zhengzhou Commodity Exchange in China said yesterday it was considering launching option contracts for agricultural commodities, Reuters reports from Osaka.

"The exchange has been considering listing options, and the discussions have been fruitful so far," said Mr Wang Xian Li, the exchange's vice-president. "But the Chinese government is very cautious on this, and we would like to think it over thoroughly."

Crude oil prices also firmed on news of Mr Lebed's sacking. The price of the benchmark Brent blend for December delivery was quoted at \$24.15 a barrel in late London trading, up 21 cents on Wednesday's close.

The firming Brent price helped bolster gas oil prices, which began to slide on Wednesday after registering sharp gains earlier in the week as a result of high demand, especially in Germany. Gas oil futures on

London's International Petroleum Exchange closed 25 cents up at \$222.75 a tonne. The sharp increases in crude oil prices over the past few weeks have helped to lift the Opec basket price to lev-

els well above the group's reference price of \$21 a barrel. The basket, an average of seven international crude oils, reached \$23.61 on Wednesday. Copper prices fluctuated wildly as the market opened stronger on reports of a strike at Kennecott's Utah copper mine in the US. But by mid-afternoon, prices on the London Metal Exchange had slipped from \$1,930 a tonne at the open to \$1,902, before closing near the top of its daily range at \$1,927.

Traders expect today's release of LME stock figures to show another large drawdown, which could lead to a jump in prices. But the overall trend remains gloomy.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

Table of base metal prices including Aluminum, Aluminum Alloy, Lead, Silver, Zinc, and Tin. Columns include price change, high, low, and open values.

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Table of precious metal prices including Gold, Platinum, and Palladium. Columns include price change, high, low, and open values.

ENERGY

CRUDE OIL NYMEX (1,000 barrels; \$/barrel)

Table of energy prices including Crude Oil, Heating Oil, and Gas Oil. Columns include price change, high, low, and open values.

GRAINS AND OIL SEEDS

WHEAT LIFE (2 per tonne)

Table of grain and oil seed prices including Wheat, Maize, and Soybeans. Columns include price change, high, low, and open values.

SOFTS

COCOA LIFE (\$/tonne)

Table of soft commodity prices including Cocoa, Coffee, and Sugar. Columns include price change, high, low, and open values.

MEAT AND LIVESTOCK

LIVE CATTLE CME (40,000lbs; cents/lb)

Table of meat and livestock prices including Live Cattle, Live Hogs, and Pork Bellies. Columns include price change, high, low, and open values.

PRECIOUS METALS

LONDON BULLION MARKET

Table of precious metal prices including Gold, Silver, and Platinum. Columns include price change, high, low, and open values.

NATURAL GAS NYMEX (10,000 mmbtu; \$/mmbtu)

UNLEADED GASOLINE NYMEX (42,000 US gal; \$/gal)

Table of natural gas and gasoline prices. Columns include price change, high, low, and open values.

POTATOES LIFE (\$/tonne)

FREIGHT (DIFFER) LIFE (\$10/index point)

Table of potato and freight prices. Columns include price change, high, low, and open values.

ORANGE JUICE NYCE (15,000c; cents/lb)

COTTON NYCE (50,000c; cents/lb)

Table of orange juice and cotton prices. Columns include price change, high, low, and open values.

VOLUME DATA

REUTERS (Base: 18/9/31=100)

Table of volume data for various commodities. Columns include date, volume, and price.

INDICES

REUTERS (Base: 18/9/31=100)

Table of market indices including CRB Futures, GSCI Spot, and others. Columns include date, index value, and price.

FUTURE DATA

All futures data supplied by CME.

Table of future data for various commodities. Columns include date, volume, and price.

Wool

Falling wool prices at auctions earlier in October showed clear signs of stabilising last week and this week brought further improvements.

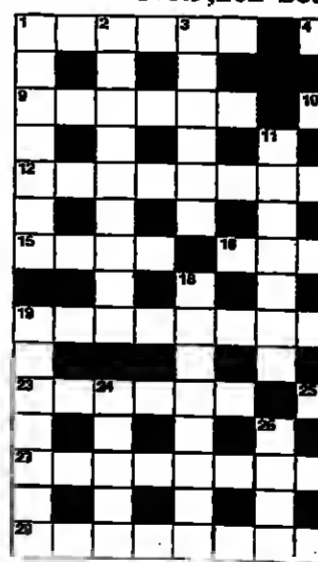
The Australian Eastern Market indicator edged from 205 to 204, moved higher to 470c/kg up 11c on the week. Sharper rises in South Africa were influenced by persistent currency weakness. British Wool sold at Bradford this week attracted more interest than the preceding Southern auction and 80% was sold to the trade. Demand from Western Europe has been led by Italy buying superfine merinos at Australia's Goldbush sale. Price resistance in Western Europe opened quickly after signs of greater firmness following last week's seasonal low point.

JOTTER PAD

Table for jotting down market prices and trends, including sections for Aluminum, Copper, and Live Cattle.

CROSSWORD

No.9,202 Set by DANTE

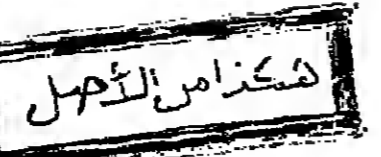


- ACROSS
1 Jack the tarsway? (5)
4 About fifty via to be perfect (8)
9 Ena is flustered in employment, showing apprehension (6)
10 Mother queuing for Inter-City travel? (4,4)
12 Didn't stay uninhabited (3)
13 Naturally cold state, but sweet when baked (6)
14 Head for the food (4)
16 Girl's letter, giving the brush off (10)
18 Liberal feast available to lots of people (10)
20 Hitch horse next to entrance to stable (4)
23 Close, so ran back to a disturbance (6)
25 It presses for accommodation next to the club (4-4)
27 Lois dies broke but greatly admired (8)
28 Book intended for the lower classes (6)
29 Source of milk that could give us energy (8)
30 Craft in which wives seldom excel (6)

- DOWN
1 Gaily in the boxer is slightly in the lead? (5,2)
2 Urge boss to obtain security device (5,4)
3 Follow Rex in to make certain (6)
4 Approve of American fashion (4)

Solution 9,201 crossword puzzle grid with filled-in letters.





FT MANAGED FUNDS SERVICE

Offshore Funds

FT Citywire Ltd. Trust Prices are available over the telephone. Call the FT Citywire Help Desk on (+44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing various offshore funds under Bermuda jurisdiction, including fund names, managers, and performance metrics.

BERMUDA (REGULATED)\*\*

Table listing regulated offshore funds under Bermuda jurisdiction, including fund names, managers, and performance metrics.

GUERNSEY (REGULATED)\*\*

Table listing regulated offshore funds under Guernsey jurisdiction, including fund names, managers, and performance metrics.

GUERNSEY (SIB RECOGNISED)

Table listing SIB-recognized offshore funds under Guernsey jurisdiction, including fund names, managers, and performance metrics.

Table listing various offshore funds, including fund names, managers, and performance metrics.

IRELAND (SIB RECOGNISED)

Table listing SIB-recognized offshore funds under Ireland jurisdiction, including fund names, managers, and performance metrics.

GUERNSEY (REGULATED)\*\*

Table listing regulated offshore funds under Guernsey jurisdiction, including fund names, managers, and performance metrics.

GUERNSEY (SIB RECOGNISED)

Table listing SIB-recognized offshore funds under Guernsey jurisdiction, including fund names, managers, and performance metrics.

FT MANAGED FUNDS SERVICE

Main table listing a wide variety of managed funds, including fund names, managers, and performance metrics.

IRELAND (SIB RECOGNISED)

Table listing SIB-recognized offshore funds under Ireland jurisdiction, including fund names, managers, and performance metrics.

GUERNSEY (REGULATED)\*\*

Table listing regulated offshore funds under Guernsey jurisdiction, including fund names, managers, and performance metrics.

FT MANAGED FUNDS SERVICE

Main table listing a wide variety of managed funds, including fund names, managers, and performance metrics.

IRELAND (SIB RECOGNISED)

Table listing SIB-recognized offshore funds under Ireland jurisdiction, including fund names, managers, and performance metrics.

GUERNSEY (REGULATED)\*\*

Table listing regulated offshore funds under Guernsey jurisdiction, including fund names, managers, and performance metrics.

Offshore Funds

Table listing various offshore funds, including fund names, managers, and performance metrics.

ISLE OF MAN (SIB RECOGNISED)

Table listing SIB-recognized offshore funds under Isle of Man jurisdiction, including fund names, managers, and performance metrics.

ISLE OF MAN (REGULATED)\*\*

Table listing regulated offshore funds under Isle of Man jurisdiction, including fund names, managers, and performance metrics.

Report warns on cuts in EU tariffs. By Maggie Urry. Cuts in tariffs over the next 12 years will put the European Union's dairy market under considerable pressure according to a report by the European Commission. The report, published by the Commission's Directorate-General for Agriculture, says that "increased imports from outside the EU from the world could seriously pressure milk prices within the EU. Tariff reductions agreed as part of the Uruguay Round of GATT, the Trade Organisation, will fall under the next round of negotiations to begin in 1998. Mr Roberts called for options for EU milk. Without compensation, it would result in falls of 30 per cent in farmers' margins over 12 years. The first would be to maintain the current level for as long as possible. Roberts says this option most farmers would support. A second option would be to cut support payments to support prices. A third option would be to increase, or to cut, that gradual price that would be the result of a one-off reduction to a level of 25 to 30 per cent. This would be the only long-term option, he said. A fourth option would be to increase production and exportation while maintaining the dairy base to maintain its current level. However, Mr Roberts says that these exports would be subject to price fluctuations and might not be profitable with GATT.

The Financial Times plans to publish a Survey on Norway on Monday, December 2. This Survey will focus on the economic and political situation in Norway and will feature the following: Banking, Oil Industry Shipping, Government, Foreign Relations and Onshore Industry. For advertising information please call: Kirsty Saunders in London Tel: +44(0)171 873 4823 Fax: +44(0)171 873 3204 John Mann in Oslo Tel: +47 2241 0707 Fax: +47 2233 0505 or your usual Financial Times representative.

SSWORD DANTE. A vertical advertisement for a brand of wine or spirits, featuring the name 'SSWORD DANTE' in a stylized font.

FT MANAGED FUNDS SERVICE

Offshore Funds and Insurances

FT Cyteline Unit Trust Prices are available over the telephone. Call the FT Cyteline Help Desk on (+44 171) 873 4378 for more details.

LUXEMBOURG (SIB RECOGNISED)

Table listing various Luxembourg funds including categories like Fidelity Funds, American Phoenix Investment Portfolio, and others. Columns include fund name, price, and performance metrics.

FT MANAGED FUNDS SERVICE

Main table listing a wide variety of international and domestic funds. Columns include fund name, price, and performance metrics.

Offshore Funds and Insurances

Table listing offshore funds and insurance products, including various international equity and bond funds.

LUXEMBOURG (REGULATED)

Additional regulatory information and contact details for the FT Managed Funds Service.

DAY OCTOBER 18 1996

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FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444 171) 873 4878 for more details.

Main table of fund prices with columns for Fund Name, Price, and % Change. Includes sections for Global Asset Management, Global Growth Holdings, In-Pac Asia Pacific Funds, and others.

Offshore Insurances and Other Funds

Table of Offshore Insurances and Other Funds, including various international and specialty funds.

SEND US YOUR OWN PAPERCLIP. And while you are at it, please attach your cheque to fund more Macmillan Nurses in the fight against cancer. (Did you know over one million people are living with it?)

MANAGED FUNDS NOTES. Please refer to the notes on the reverse side of this page for more details on the funds listed in this section.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing various alcoholic beverage companies and their share prices.

BANKS, MERCHANT

Table listing bank and merchant companies and their share prices.

BANKS, RETAIL

Table listing retail bank companies and their share prices.

BREWERIES, PUBS & REST

Table listing brewery, pub, and restaurant companies and their share prices.

BUILDING & CONSTRUCTION

Table listing building and construction companies and their share prices.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchant companies and their share prices.

CHEMICALS

Table listing chemical companies and their share prices.

CHEMICALS - Cont.

Continuation of chemical companies and their share prices.

DISTRIBUTORS

Table listing distributor companies and their share prices.

DIVERSIFIED INDUSTRIALS

Table listing diversified industrial companies and their share prices.

ELECTRICITY

Table listing electricity companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT

Table listing electronic and electrical equipment companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of electronic and electrical equipment companies and their share prices.

ENGINEERING

Table listing engineering companies and their share prices.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies and their share prices.

EXTRACTIVE INDUSTRIES

Table listing extractive industries companies and their share prices.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of extractive industries companies and their share prices.

FOOD PRODUCERS

Table listing food producer companies and their share prices.

FOOD PRODUCERS - Cont.

Continuation of food producer companies and their share prices.

GAS DISTRIBUTION

Table listing gas distribution companies and their share prices.

HOUSEHOLD GOODS

Table listing household goods companies and their share prices.

HOUSEHOLD GOODS - Cont.

Continuation of household goods companies and their share prices.

INSURANCE

Table listing insurance companies and their share prices.

INVESTMENT TRUSTS

Table listing investment trusts and their share prices.

INVESTMENT TRUSTS - Cont.

Continuation of investment trusts and their share prices.

INV TRUSTS SPLIT CAPITAL

Table listing split capital investment trusts and their share prices.

INVESTMENT TRUSTS - Cont.

Continuation of investment trusts and their share prices.

Continuation of investment trusts and their share prices.

Continuation of investment trusts and their share prices.

Continuation of investment trusts and their share prices.

Continuation of investment trusts and their share prices.

Advertisement for Rockwell, featuring the text 'Rockwell's advanced technology is helping railroads improve performance and promote safety.' and the Rockwell logo.

MY TRUSTS SPLIT CAPITAL - Cont.

Table listing various trusts and their financial details, including names like 'The British Trust for Ornithology' and 'The British Trust for Music'.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies such as 'The Rank Group' and 'The Travel Company'.

PAPER, PACKAGING & PRINTING - Cont.

Table listing companies in the paper, packaging, and printing industry.

RETAILERS, FOOD

Table listing retailers and food companies.

TELECOMMUNICATIONS - Cont.

Table listing telecommunications companies.

AIM - Cont.

Table listing companies on the Alternative Investment Market (AIM).

OTHER INVESTMENT TRUSTS

Table listing other investment trusts.

LIFE ASSURANCE

Table listing life assurance companies.

PHARMACEUTICALS

Table listing pharmaceutical companies.

RETAILERS, GENERAL

Table listing general retailers.

TEXTILES & APPAREL

Table listing textiles and apparel companies.

TOBACCO

Table listing tobacco companies.

INVESTMENT COMPANIES

Table listing investment companies.

MEDIA

Table listing media companies.

PROPERTY

Table listing property companies.

SUPPORT SERVICES

Table listing support services companies.

TRANSPORT

Table listing transport companies.

WATER

Table listing water companies.

LEISURE & HOTELS

Table listing leisure and hotel companies.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies.

PROPERTY - Cont.

Table listing property companies (continued).

SUPPORT SERVICES - Cont.

Table listing support services companies (continued).

AIM

Table listing companies on the AIM (continued).

AMERICANS

Table listing American companies.

CANADIANS

Table listing Canadian companies.

SOUTH AFRICANS

Table listing South African companies.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies.

TELECOMMUNICATIONS

Table listing telecommunications companies.

RETAILERS, FOOD

Table listing retailers and food companies.

RETAILERS, GENERAL

Table listing general retailers.

TELECOMMUNICATIONS

Table listing telecommunications companies.

TOBACCO

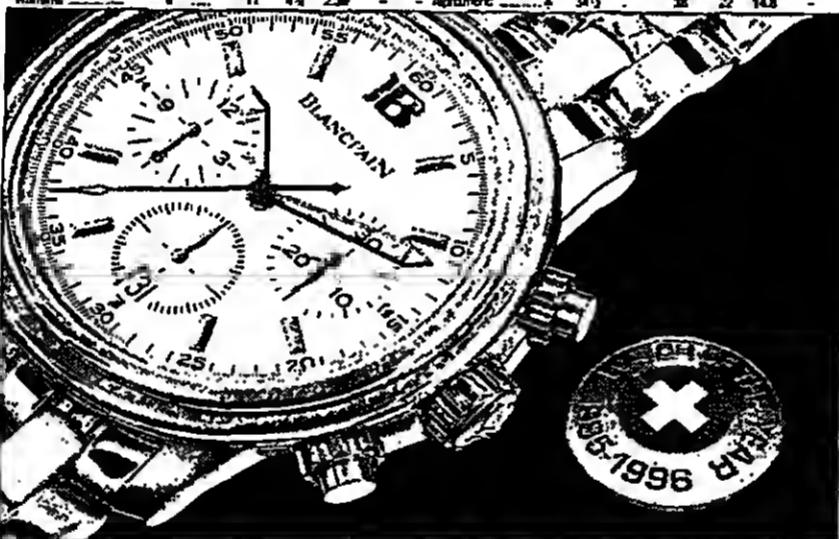
Table listing tobacco companies.

TRANSPORT

Table listing transport companies.

WATER

Table listing water companies.



GUIDE TO LONDON SHARE SERVICE

Price for the London Share Service delivered by email, part of Financial Times Information. Company classifications are based on the latest data for the FT Actuaries Share Index. Dividend yields are based on the current dividend and the current share price. Dividend yields are based on the current dividend and the current share price.

FT Free Annual Reports Service

You can obtain the current annual reports of any company associated with FT. Please quote the code FT3973. Ring 0181 770 0770 (open 24 hours including weekends) or Fax 0181 770 3822. Reports will be sent the next working day, subject to availability.

FT Cityline

Up-to-the-second share prices are available by telephone from the FT Cityline service. See Monday's share price pages for details. An international service is available for callers outside the UK, annual subscription £250 stg. Call 0171 873 4378 for more information on FT Cityline.

LONDON STOCK EXCHANGE

Firm Wall St and more bid hints lift equities

MARKET REPORT

By Steve Thompson, UK Stock Market Editor

A fresh burst of takeover speculation, coming on top of the good recovery on Wall Street overnight and the US market's opening strength yesterday, helped London's equity market recoup much of the ground lost on Wednesday.

Such was the momentum behind the market that the FTSE 100 index got to within 6.5 points of its all-time closing high, closing a net 17.7 firmer at 4,042.1.

The day's most influential news came from across the Atlantic, where a bigger than expected fall in US housing starts in September and a rise in weekly jobless claims prompted a firm opening by US Treasury bonds, which in turn lifted the Dow Jones Industrial Average.

Afternoon news that Mr Boris Yeltsin, the Russian president, had sacked Mr Alexander Lebed, the national security adviser, caused a momentary wobble in markets on both sides of the Atlantic, but no lasting damage.

Dealers said London shares had responded enthusiastically to Wall Street, but some were concerned about the sluggish performance of gilts, which tended to lag behind the equity market and

closed little changed on the day. There was some uneasiness at the concentration of buying interest in the leaders at the expense of the FTSE 250 and SmallCap stocks. The 250 settled 5.9 up at 4,441.1 and the SmallCap 3.2 firmer at 2,192.1.

Pannure Gordon, the stockbroker, was among the keenest buyers in the market yesterday after hosting a conference for more than 100 European investment institutions, which were being addressed by senior executives from blue-chip stocks such as Glaxo, BT, Grand Met and British Airways.

Marketmakers said buyers had returned to the UK market, with many taking the view that there was a strong possibility of a good run towards the end of the year.

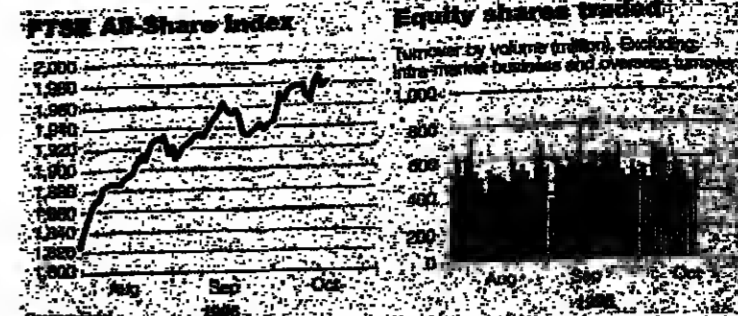
"We didn't panic when Wall Street was on the way down yesterday, when the domestic institutions preferred to sit back and see how the Dow would finish," said one marketmaker. He added that the market only needed one more of the big runovers to develop for the FTSE 100 to take another substantial step forward.

Among the big Footsie winners were the brewing giants Whitbread, Bass and Scottish & Newcastle, after they were given a strong push by a number of leading brokers, while the pick-up in US bonds and renewed takeover

speculation were powerful driving forces behind Guardian Royal Exchange, the composite insurer.

The big takeover story of the day centred on Zeneca, the drugs group, whose shares spiralled upwards amid renewed talk of a bid from Roche.

Turnover in equities came out at a very respectable 740.1m shares, split evenly between Footsie and other stocks. Customer business on Wednesday was worth £1.6bn. TradePoint, the order-matching dealing system, enjoyed its most active trading session since its start-up just over a year ago and included a single deal of 5m Asda among its trades yesterday.



Indices and ratios table showing FTSE 100, FTSE 250, FTSE 350, FTSE All-Share, and FTSE All-Share yield with percentage changes.

Keen US buyers of Reuters

Reuters Holdings, the news and financial information group, surprised the market with a sharp spike in the shares shortly before the close of trading yesterday.

On the trading front, a block of 2m shares traded at 78p, ostensibly by Goldman Sachs - led to tightness in the availability of the shares and a subsequent squeeze in the price.

The trade was thought to have been related to some active buying in the US which saw the American Depository Receipts of Reuters jump \$1.50 in the first two hours of trading, when the equivalent of some 2m shares changed hands.

This heralds a big presentation to analysts on Tuesday about the company's UK and Irish operations.

Reuters is also due to announce revenue figures next Friday and some analysts predict a 9 per cent underlying growth against the same period last year. Finally, the company has recently launched a new system - Reuters 3000.

Mr Alastair Smellie of ABN Amro Hoare Govett said: "People have been overly concentrating on the possibility that they will return cash to shareholders and ignoring the fundamental value." Reuters lifted 18% to 79 1/4p.

forecasts and that compares with Eli Lilly on 21.2 times and Pfizer on 24 times. The US majors are reporting this week and coming up with encouraging figures.

Pearson, which owns the Financial Times, fell 1 1/2 to 67 1/2p on the announcement of two senior appointments at the media conglomerate. Mrs Marjorie Scardino, chief executive of the Economist, which is part-owned by Pearson, will replace Mr Frank Barlow as chief executive, while Mr Dennis Stevenson, a non-executive director of Pearson, becomes deputy chairman.

Mr Jason Crip, media analyst at SGST, said: "Some people are concerned about Pearson's strategy. There was a view that an external candidate with clout was needed to shake things up. Mrs Scardino may be very talented, but we do not know

her. Her board, a very bright one, is also young and nobody has direct experience of running a FTSE 100 size company."

Mr Nick Ward of Credit Lyonnais Laing said Pearson's share price would tread water until there was either better earnings growth or disposals.

Analysts said rumours of a disposal of Pearson's remaining stake in BSKYB took a back seat to the management changes.

Barclays touched a new year's high after a string of orders and a seminar for institutional investors and analysts. The shares gained 10% to 98p.

HSBC improved 2 1/2 to 129 1/2p with some dealers speculating about a one-for-one share split. At the current level, the share price is getting unwieldy for UK institutional investors who

prefer stocks to be below £10. Any split would increase liquidity and thus tend to encourage buyers.

UBS retained its "buy" stance and HSBC James Capel upgraded its forecast for the current year from £175m to £185m.

Argos fell 9 to 78 1/2p as HSBC James Capel surprised the market by downgrading its forecast from £150m to £137m, after concern about extra distribution costs.

Asda hardened 1 1/2 to 113 1/2p on trade of 50m. Analysts said that Asda, continuing a decline that has seen 30 shares value 30 per cent since May. Investors have stayed away, as Newman has failed to spot any signs of an upturn in the UK consumer market.

Newman-Tonks, the architectural hardware group, shed 2 1/2 to 10 1/2p, continuing a decline that has seen 30 shares value 30 per cent since May. Investors have stayed away, as Newman has failed to spot any signs of an upturn in the UK consumer market.

Yorkshire Electricity slipped with the sector, as the market fretted about future dividend prospects in the light of the latest pricing proposals by the regulator.

Yorkshire has been telling its tale to sector analysts this week and assuring them that, in spite of the certainty of a windfall tax following a Labour victory, a return of value to shareholders is very definitely on the cards. The shares ended the day 5 lower at 72 1/2p.

tumbled 12p to 29 1/2p after the company warned of a poor second-quarter performance. Mining group RTZ shed 5 1/2 to 97 1/2p on news of a strike at its Kennecott copper smelter in Utah.

Plastic pipemaker Poly-pipe fell 2 1/2 to 205 1/2p after announcing that its chairman, Mr Kevin McDonald, sold 3m shares in the company at a 20p a share to pay a tax bill.

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FUTURES AND OPTIONS

Table showing FTSE 100 Index Futures (LIFPE) and FTSE 100 Index Options (LIFPE) with various price points and changes.

TRADING VOLUME

Table showing Major Stocks Yesterday with columns for Volume, Change, and Price.

FT GOLD MINES INDEX

Table showing FT Gold Mines Index with columns for Index, Change, and Price.

FTSE Actuaries Share Indices

Table showing FTSE Actuaries Share Indices with columns for Index, Change, and Price.

Manchester

For further information on advertising and full editorial synopsis, please contact: Pat Looker Tel: 0161 534 9361 Fax: 0161 532 9248

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TENFORE

The FT GUIDE TO WORLD CURRENCIES, published in Monday's newspaper and covering over 200 currencies, is now available by dialling the following number from the keypad or handset of your mobile: 0991 407 601.

COMPAGNIE GENERALE DES ETABLISSEMENTS MICHELIN

FRF 1,500,000,000 6 per cent convertible bonds due 1998

NOTICE OF REDEMPTION

Pursuant to condition 7 (c) of the Description of the Bonds, the Company has decided to redeem all of the outstanding Bonds on 18th November, 1996.

NOTICE TO BONDHOLDERS OF McDONALD'S CORPORATION

French Francs 1,000,000,000 6.75% Bonds due 2006

In accordance with the Description of the Bonds of the Issue, notice is hereby given that the Company has appointed an additional Paying Agent in London which is, as from October 18, 1996:

J.P. MORGAN SECURITIES LTD 60 Victoria Embankment LONDON EC 4Y 0JP

The United Mexican States

Collateralized Floating Rate Bonds Due 2019

Table showing interest rates and dates for the United Mexican States bonds.

GBP 10,000,000 YORKSHIRE BUILDING SOCIETY

Floating Rate Subordinated Notes due 1999

Table showing interest rates and dates for Yorkshire Building Society bonds.

BANQUE GENERALE DU LUXEMBOURG

Agent Bank

CRÉDIT NATIONAL

US\$100,000,000 Subordinated collared floating rate notes 2005

For the period 18 October 1996 to 18 April 1997 the notes will bear interest at 5.375% per annum, interest payable on 18 April 1997 will amount to US\$27.17 per US\$100,000

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PERUSAHAAN PERSEROAN (PERSERO) PT. Bank Negara Indonesia, Hong Kong Branch

FTSE Actuaries Share Indices

Procedure in conjunction with the FTSE and FTSE Actuaries Share Indices

Table showing FTSE Actuaries Share Indices with columns for Index, Change, and Price.

Hourly movements

Table showing hourly movements for FTSE 100, FTSE 250, and FTSE 350.

FTSE 350 Industry baskets

Table showing FTSE 350 Industry baskets with columns for Index, Change, and Price.

Hourly movements

Table showing hourly movements for FTSE 100, FTSE 250, and FTSE 350.

FTSE 350 Industry baskets

Table showing FTSE 350 Industry baskets with columns for Index, Change, and Price.

For further information on the FTSE Actuaries Share Indices please contact FTSE International under International in conjunction with the Faculty of Actuaries and the Institute of Actuaries.

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FTSE INTERNATIONAL

The UK Series

Procedure in conjunction with the FTSE and FTSE Actuaries Share Indices

Table showing The UK Series with columns for Index, Change, and Price.

Hourly movements

Table showing hourly movements for FTSE 100, FTSE 250, and FTSE 350.

FTSE 350 Industry baskets

Table showing FTSE 350 Industry baskets with columns for Index, Change, and Price.

Hourly movements

Table showing hourly movements for FTSE 100, FTSE 250, and FTSE 350.

FTSE 350 Industry baskets

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FTSE INTERNATIONAL



Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including UK, France, Germany, Italy, Spain, and Portugal.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Greece, Ireland, and Switzerland.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Norway, Sweden, and Denmark.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Finland, Netherlands, Belgium, and Luxembourg.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Austria, Czech Republic, Slovakia, and Hungary.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Poland, Czech Republic, Slovakia, and Hungary.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Turkey, South Africa, and New Zealand.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Australia, Canada, and USA.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including South Korea, Taiwan, and Thailand.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Hong Kong, Singapore, and Malaysia.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including Indonesia, Philippines, and Thailand.

EUROPE (Oct 17/96) - Table listing stock prices for various European markets including South Korea, Taiwan, and Thailand.

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Money Talks In Asia - Advertisement for Peregrine, an Asian focus, global distributor.

Small text at the bottom of the page, likely containing publication details or legal notices.

NEW YORK STOCK EXCHANGE PRICES

4 pm close October 17

Main table of stock prices with columns for stock name, price, and change. Includes sections for ALCO, BANK, and BREV.

Advertisement for Hewlett-Packard with the text 'Reach for it. If the business decisions are yours, the computer system should be ours.' and the HP logo.







NYSE PRICES

NASDAQ NATIONAL MARKET

Table of NYSE stock prices including columns for stock name, price, and change. Includes sub-sections for 'Continued from previous page' and 'FT Free Annual Reports Service'.

Table of NYSE stock prices, including sub-sections for 'FT Free Annual Reports Service' and 'FT Free Annual Reports Service'.

Table of NASDAQ National Market stock prices, including sub-sections for 'FT Free Annual Reports Service' and 'FT Free Annual Reports Service'.

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Table of AMEX stock prices, including columns for stock name, price, and change.

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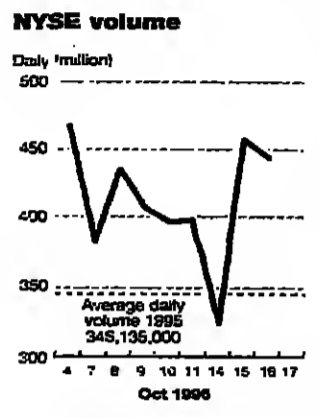
Table of AMEX stock prices, including columns for stock name, price, and change.

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Advertisement for 'Portugal' featuring the slogan 'Have your FT hand delivered in Portugal' and contact information for Financial Times World Business Newspaper.

Bond gains help Dow to rise further

A rising bond market helped most US shares to add to Wednesday's gains at mid-session, in spite of continued declines in the high technology area...



Wednesday's record close. The American Stock Exchange composite was off 0.04 at 576.48. Volume on the NYSE came to 279m shares.

The technology-rich Nasdaq composite slipped 2.57 at 1,248.05. Several of its largest issues, most of which are trading near all-time highs, gave up some ground.

Caracas remains thin

CARACAS was flat in thin trade, writes Peter Hall, the IBC index falling 6.95, or 0.12 per cent, to 5,827.69 at mid-session.

S Africa picks up from lows

Johannesburg closed off its worst levels in fairly active trade, with industrial retracing some losses on US economic data and golds down on a weak bullion price.

EUROPE

Lagarde lit up the PARIS bourse, celebrating its Thomson victory in champagne style. Its shares, suspended twice limit-up, hit FF175 at peak before closing FF151.50, or 23.7 per cent higher at FF164.80.

The house itself was rescued by Wall Street from early depression engendered by the day's spate of one-day strikes. The CAC-40 index, apparently untroubled by the Lebed sacking in Russia, closed the merest fraction below its day's peak at 2,165.81, up 6.81 in heavy turnover of FF8.25bn.

The rationale for Lagarde included the FF11bn recapitalisation which the French government is putting into the deal. This made it attractive in financial as well as industrial terms, said Mr Jean-Hughes de Lamaze at CS First Boston who, like other analysts, saw potential for some lucrative dismemberment of the enlarged group.

A part which is likely to be kept, Thomson-CSF, fell FF2.90, or 1.8 per cent, to FF158.30. Lagarde said on Monday that it would offer to buy in the Thomson-CSF minority, but only at FF156 a share. However, SGS-

FTSE Actuaries Share Indices

Table with columns for Oct 17, Oct 16, Oct 15, Oct 14, Oct 11, Oct 10. Rows include FTSE Actuaries 100, FTSE Actuaries 200, FTSE Actuaries 300, FTSE Actuaries 400, FTSE Actuaries 500, FTSE Actuaries 600, FTSE Actuaries 700, FTSE Actuaries 800, FTSE Actuaries 900, FTSE Actuaries 1000.

Thomson, its semiconductor associate, caught some of the general excitement and leapt FF24.60, or 9.4 per cent, to FF268.50.

Meanwhile, Alcatel, which rose 2.4 per cent on Monday on its failure to win the Thomson bidding, rose further to close FF6.80, or 1.5 per cent higher, at FF462.50.

Observers said that Alcatel might now be persuaded to concentrate on its core businesses.

FRANKFURT had a scrappy day on uncertainty about the Russian political situation, and turnover fell from DM6.4bn to DM7.3bn. But share prices did not seem unduly depressed by the Lebed sacking, the Dax index closing 12.44 higher at an lbi-indexed 2,715.50.

DM584. Daimler was helped by signals from the company that it was moving back to its roots as a transportation group.

VW hit DM578 at worst after a US judge, on Wednesday, denied a VW motion seeking to block the General Motors lawsuit accusing VW, and several of its top executives of stealing corporate secrets.

Another big faller was Adidas, the sportswear group, DM3.90, or 2.7 per cent, lower at DM142. The stock fell earlier this year by its exposure at a series of global sporting events, had come back from a peak of DM155 just seven days before.

ZURICH finished marginally higher, but once again found the SMI's 3,800 level an unassailable hurdle and the index finished 3.0 ahead at 3,793.2.

Sulzer, strong in recent sessions in the run up to yesterday's press conference, picked up another SF2 to SF762 as the company said that it was to cut 950 jobs at its Sulzer Rueti weaving machine business. Analysts said that lower group profit expectations had prompted some selling which limited the day's rise.

China and Sandoz saw renewed demand from US and British investors after the recent weak streak, which included switching into Roche after its upbeat sales and profits figures. Ciba picked up SF2 to SF1,591 and Sandoz was SF73 higher at SF1,497.

MILAN ended a day of largely technical trading with the Comit index 2.93 lower at 616.61, but the real time Mibtel index 89 higher at 8,985.

Montedison held above the L1,000 level as analysts pointed to its anti-cyclical strengths and how it would gain from a fall in interest rates. The share finished L16.7 higher at L1,016.

Fiat recovered L77 to L4,085 after hitting lows earlier in the week on concern over weakness in the domestic car market.

Olivetti held on to a L5.7 advance to L477.4 after Mediaset denied press reports that it was interested in taking over the troubled information technology group. Mediaset rose L36 to L7,319.

AMSTERDAM featured the biotech company, Artu, and the CD production systems maker, Toolex Alpha, as the AEX index closed 0.74 lower at 589.74.

Artu rose another Fl.150 to Fl.10.50, having doubled this month in volumes well in excess of an earlier average of around 20,000 shares a day. Some dealers said that a Dutch investment magazine had tipped the stock.

Toolex, however, fell Fl.8.00 to Fl.23.60 after it warned of a slowdown in orders. The bourse cancelled all trades in the shares before 1330 GMT, citing "inequality of information" ahead of the warning.

HELSINKI was confused by the Lebed affair, but it still closed with the Hex index 13.9 higher at 2,326.1.

The market held a raft of eight-monthly results. Within these, Rauma, the engineer, fell FM5 to FM96, although it reported a 16 per cent increase in profits, but Metsa-Serla, in forestry, climbed 60 penni to FM29.50 as it talked of a focusing on core businesses.

Written and edited by William Cochrane and Michael Morgan

New Zealand stages fifth gain in a row

ASIA PACIFIC Post-election WELLINGTON staged its fifth successive gain, with the NZSE 40 Capital index closing 22.73 stronger at a 32-month high of 2,345.71, in turnover of NZ\$50.5m.

Brokers said there was value in the market, with the uncertainty surrounding last Saturday's election reduced by the poor showing of the left-wing Alliance Party and hopes of an interest rate cut some time this year. This is in spite of the Reserve Bank's statement on Wednesday that it saw no scope for a further easing in current monetary conditions.

MANILA extended its recovery to a second day, the composite index breaking the 3,000 resistance level with a gain of 77.49, or 2.6 per cent, to 3,061.06.

The property sector, battered in the past two weeks, led the rise. Ayala Corp B rose 1.50 pesos, or 5.7 per cent, to 28 pesos on the view that it had been oversold. Manila Electric continued to outperform, the B shares rising by 12 pesos, or 6.45 per cent, to 198 pesos.

TOKYO played it safe ahead of Sunday's national election, the Nikkei average coming to a marginally higher finish in thin trading, writes Owen Robinson.

Traders said that equities were taking a breathing spell, and predicted that pre-election jitters would keep many participants inactive today, maintaining the market's virtual standstill.

The 225 index gained 26.55 to 21,423.74 after moving between 21,330.11 and 21,463.77. Volume fell to an estimated 230m shares from 307.5m. The Topix index of all first-section stocks rose 1.67 to 1,802.67, and the capital-weighted Nikkei 300 by 0.26 to 300.61. Advances led declines by 559 to 449 with 211 unchanged.

In London, the ISE/Nikkei 50 index rose 2.22 to 1,463.11.

Growing poll indications that the conservative LDF might win a majority lifted stocks in sectors such as construction, civil engineering and real estate, which were expected to benefit from the party's promised Y5,000bn stimulus package.

Among construction issues, Shimizu rose Y20 to Y1,100 and Kajima Y10 to Y1,040. In real estate, Mitsui Fudosan moved up Y10 to Y1,490 and Mitsubishi Estate Y30 to Y1,520.

Retailers lost ground, in spite of favourable department store sales figures for September. Isetan lost Y20 to Y1,560 and Mitsukoshi Y10 to Y1,060. However, the supermarket operator, Ito-Yokado, eased only Y20 to Y6,000, on reports of a 4.9 per cent fall in its half-year profit to September.

Japan's two leading airlines were hit by news that they were planning new discounted domestic flight services. Japan Airlines, still suffering from reports that it will shortly announce a decline in first-half profits, declined a further Y10 to Y697. All Nippon Airways fell Y10 to Y1,000.

Kiesel Electric Railways, a leading shareholder in Oriental Land, which operates Tokyo Disneyland, was the most actively traded stock of the day, surging Y40 to Y1,170 on expectations of the imminent listing of Oriental Land.

In Osaka, the OSE average rose 6.37 to 21,923.14, in volume of 16.04m shares. Roland Corp soared Y400, or 20 per cent, to Y2,400 on news that the maker of electronic keyboard instruments would provide Microsoft with digital data for musical software to be used in personal computer software.

SEOUL was dominated by Daewoo Electronics on news that it was to buy the French consumer electronics maker, Thomson Multimedia, from Lagardere.

Daewoo Electronics ended limit-high at Won7,420, up

Won420. Daewoo Heavy Industries gained Won300 to Won7,300. Daewoo Corp Won280 to Won7,890 and Daewoo Telecom Won500 to Won10,600. The broader market was pulled back by late profit-taking and the composite index ended 4.56 better at 839.73.

BANGKOK extended its technical rebound into a second day as investors shrugged off the central bank's postponement of measures to limit the amount of foreign loans that offshore units of foreign and local banks could import for domestic lending.

The SET index closed 12.78 higher at 929.61 in turnover of Bt3.5bn. Bangkok Bank, Thailand's largest commercial bank, topped the active list, gaining Bt3 to Bt188.

National Finance and Securities gained Bt2.50 to Bt1.50 and Advanced Info Service surged Bt22 to Bt383.

HONG KONG survived bouts of profit-taking and rallied to a higher close, led by continued strength in banks. The Hang Seng Index closed 40.62 higher at 12,436.90, turnover dipping to a still healthy HK\$6.9bn.

HSBC closed up HK\$1.50 at HK\$153 after matching its all-time intra-day high of HK\$153.50. Analysts noted that share had outperformed the market by about 8 per cent over the past 12 months.

Sun Hung Kai, which resumed trading on Thursday, fell HK\$0.30 to HK\$2.10 following its announcement of a two-for-five rights issue aimed at raising HK\$498m to reduce debt and provide working capital.

KUALA LUMPUR's blue-chips ended moderately higher, although much of the day's attention was focused on small-capitalised stocks once again.

The composite index rose 1.59 to 1,158.42, while the Second Board index rallied to 2.4 per cent higher.

Khong Guan and Sriwani were among the most actively traded stocks, up 10 and 5 cents respectively at M\$2.90 and M\$6.20.

COLOMBO topped the 600 mark for the first time in nearly four months. The CSE index ended 5.36 higher at 605.08 on expectations of better third-quarter corporate performances and an investor-friendly budget next month.



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